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This study proposed to determine the current perceptions of the role of the U.S. Air Force Social Actions office and personnel by persons within Social, and their commanding officers. The method employed was a mailed census survey of three populations: Commanding this study proposed to determine the current perceptions of the role of the U.S. Air Force Social Actions office and personnel by persons within Social Actions and their commanding officers. The method employed was a mailed census survey of three populations: Commanding Officers directly responsible for Social Actions offices; Social Actions officers; and social Actions Non-Commissioned Officers. The return rates were excellent: 85/. % of the Social Actions NCOs responded. The resulting data supported several conclusions regarding current activities and directions for growth in six areas: equal opportunity and treatment, human relations education, drug and alcohol abuse, qualifications and personnel development, general Social Actions. command support, and job satisfaction Overall, the study strongly indicated that Social Actions is highly credible and important element in the Air Force mission.

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AIR FORCE UTILIZATION OF

SOCIAL ACTIONS PERSONNEL

FINAL REPORT

Approved for public release;
distribution unlimited.

By

L. Brooks Hill and H. Wayland Cummings

University of Oklahoma

July, 1981

EXECUTIVE SUMMARY

AIR FORCE UTILIZATION OF
*SOCIAL ACTIONS PERSONNEL**

By L. Brooks Hill and H. Wayland Cummings

This study proceeded from one basic assumption: People who plan organizational change can better articulate and implement their ideas if they understand current attitudes of the persons affected by the changes. Justification of this assumption comes from the extensive literature on role theory, as well as social and organizational change. Based on this assumption, this study proposed to determine the current perceptions of the role of the Social Actions (SL) officer and personnel by those within Social Actions and their commanding officers. The resulting data and conclusions should then direct planned change and development of Social Actions in the Air Force.

The method employed in this study was a mailed census survey of three distinct populations: (1) commanding officers (COs) who are directly responsible for Social Actions offices; (2) Social Actions officers (SL/Os); and (3) Social Actions non-commissioned officers (SL/NCOs). Identified by the Manpower and Personnel Center at Randolph AFB, these populations included 131 COs, 347 SL/Os, and 566 SL/NCOs. All SL personnel selected held a primary Air Force Specialty Code in one of the areas of Social Actions. The return rates were excellent: 112 or 85.5% of the COs responded; 269 or 77.5% of the SL/Os and 372 or 65.7% of the SL/NCOs responded. This high return permits interpretation of the data as though it were the population (Raj, 1972).

The results of this study strongly support the following fifteen general conclusions:

(1) Social Actions, including the missions of EOT/HRE and DAA, is a highly credible and important element in the Air Force mission. This view is held both by senior installation commanders and Social Actions personnel.

(2) The professional and academic backgrounds required of Social Actions personnel should be improved, especially including continued formal training in areas of specialty. However, requiring advanced degrees (M.A.) for those in charge of areas in Social Actions is not supported. Generally, continuing education, strengthening of the Equal Opportunity Management Institute (EOMI), improving effectiveness of HRE courses in officer-entry programs (OTS, ROTC, USAFA), and overhauling the 4-hour DAA education program are needed.

(3) Commanders and Social Actions personnel oppose reorganizing Social Actions, either by abolishing it, renaming it, expanding its charter, or by reassigning its work to various other agencies. Furthermore, Social Actions personnel do not wish to change their position in the organization; they prefer to continue reporting directly to the senior installation commander.

(4) SL officers, but not SL/NCOs, prefer to maintain current EOT complaint procedures, working them through unit commanders. In contrast, SL/NCOs believe that some alterna '.. would be more effective.

(5) High levels of job satisfaction and sense of command support exist among all groupings of Social Actions personnel.

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(6) Commanders prefer an O-3 minimum grade for SL officers, although SL personnel do not share this attitude. SL officers and SL/NCOs (COs were not asked) agree that E-5 should be the minimum grade for SL enlisted personnel.

(7) Nearly everyone, including commanders, agrees that opportunity for promotion in Social Actions is not on a par with other career fields in the Air Force.

(8) Social Actions personnel would like to toughen the requirements for those entering Social Actions. They do not want the field to be a career-broadening assignment for officers, and they prefer that Social Actions continue as a career field for the enlisted force.

(9) Although SL personnel would like to see their charter expanded to include management consultation services for commanders, their commanders strongly oppose the idea. COs agree that more management consultation is needed, but they do not believe this should be done by SL personnel.

(10) All groups, including commanders, support the need for personal counseling in Social Actions, including the development of walk-in counseling and assistance. Although commanders oppose extending this service to Air Force families, SL personnel strongly believe counseling must be extended to families of Air Force personnel. Results from the open-ended questions of SL personnel suggest that family counseling would be most advantageous in DAA rehabilitation.

(11) The job performance of SL personnel is rated highly by all groups, particularly commanders.

(12) Many personnel believe the SL program does not have action-oriented, forward-looking management. Those who negatively perceive SL management are groups of non-caucasian and non-blacks; groups at AAC, PACAF, SAC, and USAFE commands, and those at the MAJCOM level. Perhaps most importantly, commanders do not believe that a good overall sense of planning exists in Social Actions.

(13) All groups agree that SL personnel primarily function to serve the commander, particularly when the needs of individual clients may be in conflict.

(14) Social Actions personnel strongly believe that the area is inadequately funded to perform its mission.

(15) Performance of the DAA program in rehabilitation is more favorably evaluated than the DAA education programs in the Air Force.

The final report elaborates these general conclusions and many other more specific results. Through the several tables, the data are summarized to permit expanded interpretation and discussion of these findings. Collectively, this study identifies Social Actions as a crucial component of an organization genuinely concerned with maximizing the potential of the area for the future of the US Air Force.

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AIR FORCE UTILIZATION OF SOCIAL ACTIONS PERSONNEL

By L. Brooks Hill and H. Wayland Cummings*

The structure and intensity of social activism in the past two decades altered, predictably, as a function of changing patterns of prosperity and of extrication from an unpopular war. These changing patterns, as with most social change, have produced a new set of conditions, some socially beneficial and some socially disruptive. On the positive side, for example, changes increased awareness and sensitivity for human rights and broadened opportunities for ethnic minorities. Negatively, these chaning patterns have often distorted our perspective of the problems which remain. Indeed, the problems aggressively addressed in the preceding decade have not disappeared; instead, they have primarily transformed. To cope with these changing conditions necessitates continued reassessment of the strategies and tactics we employ to define and confront these problems. The significance of this challenge is most readily apparent in the growing demands from all groups of people to understand, to be understood, and to contribute directly to their social development and prosperity. These pressures and the augmenting distrust of "big government" often threaten the potential of our institutions to fulfill their missions.

The Department of Defense, especially the United States Air Force, often has led our society in efforts to equalize and foster opportunity for its people. With the introduction of Social Actions (SL), the USAF launched a major effort to correct injustices. The nature of the problems at the time demanded tactics and strategies which could

quickly and strongly curb the difficulties. As with the broader so-
ciety, however, conditions are changing which necessitate alterations
of strategies and tactics. One prominent illustration is the reduced
effectiveness of aggressive, offensive tactics. In contrast to re-
active, "brushfire" approaches, a more cooperative, systemic approach
is necessary to correct current versions of people-related problems.
A negative aspect of human relations education, for example, is that
insensitive people learn how to circumvent desired and often pre-
scribed behavior without detection and correction. This tends to
force the problems "into the woodwork," rendering them less manageable
and compelling a more systemic approach to their solution. The USAF,
as well as other large organizations, needs to address the changing
nature of the problems and of their solutions.

The personnel in Social Actions are anxious to accomodate the social
and organizational changes which threaten their usefulness. Nothing
could be worse than reduction to a dysfunctional status in which they
are suspended without clear sense of direction and with a debilitating
sense of frustration and futility. Unless Social Actions adjusts,
accomplishments of the past decade may be sacrificed. If the people
planning changes can better understand current attitudes regarding
Social Actions and the anticipated directions of changes, they can far
better articulate and implement their efforts. Therefore, the primary
purpose of this study was to determine current perceptions of the role
of the Social Actions office and personnel. The resulting data could
then direct the future of Social Actions in the U.S. Air Force.

RATIONALE

The justification for this project draws its strength from several
major areas of research in the social sciences. Two of these areas

are particularly salient: role theory and social/organizational change. The following materials do not repetitiously survey this vast literature, but more cogently identify several relevant trends.

Role Perception

The concept of "role" is very useful to understand how people inter-relate in an organization. "Role" derives from a theatre analogy which reasons that people in their social and organizational relation-ships occupy positions which entail patterns of expected behaviors or roles (Sarbin and Allen, 1968). The extent to which people or "char-acters" who interact with each other have similar or at least mutually compatible conceptions of their roles largely determines their level of cooperation and effectiveness within the organization. At a personal level, understanding and satisfaction with one's role is crucial to motivation and morale (Bible and Brown, 1963; Katz and Kahn, 1978; Hanson, 1962).

Research on organizational roles accents several points critical to Social Actions in the USAF. First, effective management demands that chief administrators understand and share role perceptions with primary members of their staff (Block, 1952; Rodgers, 1959; Davis and Olesen, 1963; and Schein, 1974). When, for example, a commander's perception of the role of a Social Actions officer and office differs from those in the Social Actions office, a distance develops which restricts their cooperation and predictably diminishes the credibility of the Social Actions program (Sarbin and Allen, 1968). This lack of cooperation and credibility is rapidly determined by other members of the commander's staff, and directly or indirectly transmitted to their respective units and other personnel in the Social Actions office. The ensuing frustrations and confusion of the people in Social Actions serve to confirm suspicions by persons outside the area. This self-generating cycle of reduced potential is especially destructive here because of the people orientation of the Social Actions business.

A second trend in the literature further accents the problems of role confusion. Often organizations create role expectations which are too abstract or concrete, are too broad or narrow, are too ambiguous or vague, or are too over or under-codified (Torrance, 1964; Kahn, Wolfe, Quinn, Snoek and Rosenthal, 1954; Smith, 1957; Keller, 1975; Rodgers and Molnar, 1976; French and Caplan, 1973; and Graen, 1976). Within Social Actions such role confusion varies widely among installations and commands and often results from a lack of role clarification by commanders and their Social Actions personnel. In some cases the roles of various people are confounded by excessive flexibility which contributes to role ambiguity, whereas in other cases role ambiguity leads to excessive flexibility. Whatever the case, the absence of role clarification and overall planning fosters a "seat-of-the-pants" orientation to problem solving. Although some offices and commands plan more carefully than others, Air Force wide the diversity invites abuse and confusion resulting from good, as well as bad, intentions. Not only does this role confusion affect the performance of persons in Social Actions, but more importantly confuses persons outside the area about what to expect. Collectively, this confusion retards careful definition of problems, as well as their solution.

Closely related to the preceding trends, increased organizational complexity also fosters a reduced cyle of potential. In complex organitions the performance of one's role demands a level of involvement which inhibits the ability to perform multiple roles (Thomas, 1959; Katzell, Yankelovich, et al., 1975; and Khandwalla, 1978). This is very critical in a multi-faceted position in Social Actions where performance of multiple roles is necessary. The current subdivision of Drug and Alcohol Abuse (DAA), and Human Relations Education (HRE) and Equal Opportunity and Treatment (EOT) provides a good illustration. This organizational pattern makes it convenient for personnel to intensify their involvement in each of these areas and often

lose perspective on necessary interrelations, not only within Social Actions, but also in relation to other people-oriented concerns in other parts of the organization, such as Leadership and Management. Despite the necessary cooperation between EOT, for example, and other organizational units, the internal demands on someone in EOT may obscure the mutual assistance with other units so important to the cooperative solution of a particular person's problem. In a related fashion, people's role involvement creates additional problems as they overstep their role assignment (Ziegler, Imboden, and Rodgers, 1963). This potential myopia may then lead to an aggressive imposition of a solution, instead of a cooperatively derived solution which could foster better chances for long-term correction of broader problems.

The difficulties of assisting anyone with a personal problem direct attention to another trend in the literature. People who occupy positions often do not possess the skills necessary to perform the roles entailed (Sarbin and Allen, 1968; Lawler, 1971; Strauss, 1976). During a recent EOT supplemental training program (1977-78), this idea was repeatedly reinforced. Everywhere we went, persons in every rank noted the disparity between the training they had received and what they were increasingly expected to do. If a shift in strategies and tactics is required, an organization must develop a comprehensive and intensive program to educate and/or re-educate their people (Harrison, 1972; Miles, 1976). Fear of change, for example, is reduced when people are provided the skills to cope with new expectations (French, 1974). From an external perspective, this training is even more crucial as Social Actions attempts to project a new image to people throughout the organization. Such an effort is compounded by past conceptions of Social Actions, derived during times when different strategies and tactics led some people to think negatively of the area. Thus persons in Social Actions must have adequate opportunity to learn their new roles and especially cultivate the skills necessary to perform satisfactorily.

A major concern to Social Actions is the role conflict which emerges
when a person in the area finds their organizational role incompatible
with personal needs (Van Maanen, 1976; Porter and Steers, 1973;
McLean, 1974). Because Social Actions has usually relied on volun-
teers, personnel likely turned to the area to fulfill certain personal
and social needs. Changes in Social Actions, therefore, are far more
than mere alterations of who does what to whom, when, where, and how;
instead, changes affect more intensely the persons involved. Obvi-
ously, changes in personnel would partially accommodate problems with
role perception, but the dangers of such an approach on a widespread
basis are grave when the displaced persons remain in the organization
to undermine the changes at a safe distance -- that is, "safe" in the
sense that their negative influence can go unchecked and uncorrectable
(Adams, 1976). Accordingly, those personal needs cannot be ignored
without serious consequences; if the needs are determined or accom-
modated, the planned changes have a greater likelihood of success
(Porter, 1962; McGrath, 1976).

Resistance to Change

Although the general literature on social and organizational change
justifies the current study, certain trends in that literature are
especially applicable. One major trend underscores that organizations
systematically resist change (Zaltman and Duncan, 1977; Katz and Kahn,
1978). By "systemic resistance" we do not necessarily refer to a
planned program of opposition by persons and groups within the
organization. Instead, we mean that the nature of the system's
operation, much like inertia, is set in motion and change must neces-
sarily address the people and activities which are propelling the pre-
sent course (Warwick, 1975). The nature of resistance will vary, but
it will primarily evolve from misunderstanding or perceived threats
and fears of people who view the efforts for change as potential
threats to their own stability (Krigline, 1977). Change generates

potential fear, and fear often leads to ambiguity of perception about the future directions and goals of the organization (Katz and Kahn, 1978). As the size, complexity and stability of an organization increases, these threats and fears are even more difficult to ascertain and correct (Katz and Kahn, 1978; Franklin, 1975). Particularly problematical with systemic opposition in complex organizations are the increased alternatives for evasion of the desired change and the plethora of rationalizations available for justifying resistance to change.

People resist change for many reasons. In fact, the literature on resistance to change details many cultural, social, organizational, and psychological barriers to change (Zaltman and Duncan, 1977). Basic to all of these barriers, however, are fears and misunderstanding. More specifically, the unknown creates anxiety which, in turn, arouses our defensive behaviors (Eveland, Rogers, and Klepper, 1977). Whether the unknown stems from a cultural difference, an unfamiliar social norm, or any other unpredictable phenomena, people tend to react defensively when their control and comprehension of a situation is threatened. Problems with these fears increase if they are not systematically diminished, because fear breeds fear, and rumor is usually the vehicle. Rumor is the consequence of people anxiously attempting to define and clarify ambiguous situations, and change is always laden with ambiguities. When people are threatened, their need for information to restore their sense of understanding and balance also increases. This unusual desire for information, under threatening conditions, short-circuits the reasoning process and fosters the emergence and diffusion of rumor (Shibutani, 1966). When misinformation circulates, correction of attendant rumors requires extensive effort. These efforts to correct rumor further compound efforts to define and correct the problem. Rumor control clinics, for example, provide symptomatic treatment, but require extensive efforts and often fail to deal with those organizational activities which created the

problem. Closely correlated with this fear-based resistance to change is the likelihood that resistance will increase as the magnitude of the change increases. To counter this resistance, planned change must be carefully explained in sufficiently concrete terms to reduce ambiguity (Eveland, et al., 1977).

To determine the specific nature of resistance is a necessary prerequisite to effective change (Zaltman and Duncan, 1977; Katz and Kahn, 1978). Obviously, research of this sort would facilitate determination of plans, as well as the most effective tactics and strategies for their implementation. Of special significance here is the current situation of the military organization vis-a-vis changes in the area of Social Actions. For most of their history, our military organizations have planned and implemented change within a compliance paradigm. With the advent of an all-volunteer force and particularly with changes in the area responsible for people-related problems, exclusive reliance on a compliance paradigm for changes in Social Actions is undesirable. In fact, despite the desirability of any planned changes, failure to determine the nature of personal resistance to change by persons closely related to Social Actions could not only undermine the plans, but seriously contaminate what is currently a favorable climate for change in this area (Zaltman and Duncan, 1977). While compliance may be useful, internalized change is frequently a more desirable means to facilitate organizational change (Kelman, 1958).

A final trend in the social and organizational change literature closely conforms to findings in the social psychology of small group behavior. People who understand and contribute to planning of change tend to develop greater commitment to the changes, thereby fostering rather than retarding the change. Because this conclusion is so widely supported in the literature (Lawrence, 1970; Franklin, 1975; Warwick, 1975), to elaborate the applicability of the idea we turn to some anecdotal evidence directly related to some previous changes

planned for Social Actions. When Dr. Hill was at Ramstein AFB in November, 1978, he participated in a briefing of USAFE personnel regarding some tentative directions for change. One recurring remark by persons of diverse rank deserves note: "Whether we like or dislike these changes, why were we not consulted in some way? On the one hand, we tell people in the Air Force 'you are important as a person, and we want to know what you think.' Yet, on the other hand, Air Staff does not find out what its Social Actions people think as they plan change." These reactions are predictable and potentially restrictive (Bowers and Franklin, 1977). While the validity of these statements may be questioned, one must account for those perceptions among personnel targeted for change. Channelling the collective energy of persons in Social Actions into the planned changes may result from research designed to gather and focus their feedback; at least the research should provide them a feeling of being understood and contributing to their future.

METHODS AND PROCEDURES

The method employed in this study was a mailed census survey of three distinct populations: (1) commanding officers (CO) who are directly responsible for Social Actions offices; (2) Social Actions officers (SL/O) and (3) Social Actions non-commissioned officers (SL/NCO). Identified by the Manpower and Personnel Center at Randolph AFB, these populations included 131 COs, 347 SL/Os, and 566 SL/NCOs. All Social Actions personnel selected held a primary Air Force Specialty Code (AFSC) in one of the areas of Social Actions.

The return rates were excellent: 112 or 85.5% of the COs responded; 269 or 77.5% of the SL/Os, and 372 or 65.7% of the SL/NCOs responded. This high rate of return permits interpretation of the data as though it were the population (Raj, 1972). Thus, all statistics are absolute descriptions of the population and do not require accounting for random error when making statistical inferences.

Two questionnaires were developed, one for the SL/Os and SL/NCOs, and a shorter version for commanders. These instruments were mailed December 1-15, 1980, along with an introductory letter by Major General William R. Usher. Another letter by the authors described the purpose and authorization of the study. Return-addressed envelopes were included. Appendix A provides both questionnaires and the cover letters.

The questionnaire for Social Actions personnel was divided into four parts: Part I requested demographic information such as age, sex, population group, highest degree held, length of time in the Air Force, command and level assignments, rank, area of Social Actions currently assigned, years spent in various areas of the Air Force (maintenance, operations, etc.), and years spent in each of the areas of Social Actions.

Part II was comprised of 99 items measuring attitudes and perceptions held by the respondent to various activities and issues concerning the work of Social Actions. Likert-type responses were employed, ranging from strongly disagree (value of 1) to strongly agree (value of 5). All 99 items were randomly ordered.

Part III contained two open-ended questions, one asking the respondent to identify areas for expansion of Social Actions. The second question elicited responses to areas where Social Actions should not expand. Twelve items believed to measure the degree of perceived command support followed the open-ended questions. As in Part II, these items utilized Likert-type scale responses.

Part IV contained 11 items believed to measure the level of job satisfaction of the Social Actions respondents. Using a modified form of the Likert-type scale, subjects were asked to respond to each item ranging from extremely dissatisfied (score of 1) to extremely satisfied (score of 7).

The entire questionnaire was pretested on 20 Air Force personnel not in Social Actions who volunteered to participate for this purpose. This procedure permitted the determination of poorly worded items and whether fatigue bias was likely. All finished the questionnaire in less than 45 minutes. Some evidence exists which indicates that the subjects in all populations were not significantly affected by fatigue: Should fatigue bias be present, we would expect little use of the open-ended questions in Part III. Instead, over 65% of all groups responded to the open-ended questions.

Commanders were given a shorter version of the scale to ensure maximum reliability and validity of their responses. Commanders were asked three demographic questions (sex, population group, and command assignment) and 45 Likert-type response items. All but three of these items were the same as those asked of Social Actions personnel. The three unique items requested special evaluation of Human Relations Education (HRE) effectiveness. Finally, commanders were asked two open-ended questions: The first was designed to determine areas where commanders believed Social Actions could change and become more responsive to their needs. The second essay question asked commanders to identify directions where they would not like to see Social Actions expand.

Three factor analyses were performed, using a principle components solution followed by a varimax rotation. These factor analyses were performed in order to determine the fewest and simplest factors which would most explain the variance in the 99 attitude and perception items, the 12 command support items, and the 11 job satisfaction items. Such a procedure permits a simplification of the number of variables requiring further analysis, opens the possibility of determining meaningful underlying variables in the questions, and also aids interpretation. An item was said to be representative of a factor if it met the .50-.30 purity criterion (McCroskey and Young, 1979); that

is, an item was said to load on a factor if it correlated .50 or greater on a factor and less than .30 on any other factor. This procedure permits maximum maintenance of orthogonality (independence) of the factors, and retains the interpretative power of the raw scores of each item loading on the factor.

Cross-tabulations were performed where appropriate in order to compare subsamples with the frequencies of occurrence in each of the five Likert-type responses. For example, we can compare commanders, SL officers, and SL/NCOs who scored 1, 2, 3, 4, or 5 for any item in the questionnaire. Such a procedure permits calculations of non-parametric correlation coefficients and is less sensitive to the relationship between the number of subjects in the study and the power of statistics. It was also considered appropriate because of the ease of interpretation by those most likely to be using the data. Phi coefficients and Cramer's V statistic were used as measures of non-parametric correlation. Correlations were required to be .30 or greater to warrant retention for interpretation in this study since significance levels are not useful for population studies.

Some variables met higher levels of assumption (interval) and could be usefully understood with Pearson's product-moment correlation coefficient. Variables analyzed in this way included comparison of factors and individual Likert-type items to level of job satisfaction, level of command support, age, education level, rank, number of years in the Air Force, and number of years experience in each of the 16 areas of the Air Force (Items 10 and 11 in the SL questionnaire).* Again, significance levels are not useful with population studies. We considered 25% of the covariance as the threshold for meaningfulness ($r = .50$).

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*All numbered items in this report refer to questions as appearing in the SL questionnaire. Items in the CO questionnaire were randomly ordered, and do not match the numbering in the SL questionnaire. Only 3 times were questions unique to CO's, and there are identified with a CO prefix. CO41, for example, refers to question 41 on the CO questionnaire. Any items without a prefix may be assumed to refer to questions on the SL questionnaire.

Multiple Classification Analysis (MCA) was performed on those variables where it was believed EOT/HRE and DAA personnel may differ markedly in their perceptions. Correlations (R, or eta) of .50 or greater were required to be meaningful.

Each variable was organized in a fashion believed to advance the usability of the results by Social Actions personnel. Generally, each item was designed to determine whether support exists, and to what degree it exists, for several topics and issues in Social Actions. It was considered meaningful, therefore, to recast the data in a form which permitted interpretations as to whether a topic had strong support, some support, lack of support, or strong lack of support. These categories make it possible for Air Staff personnel to make judgements regarding future policies and potential areas of resistance.

Where any sub group had 60% or more who agreed and strongly agreed with an item, we labeled these subgroups as showing strong support for that item. This procedure essentially groups those who "don't know" with those who "disagree" and "strongly disagree" into a category indicating real or potential resistance. If 60% agree and strongly agree, the probabilities are that 26.7% disagree and strongly disagree, and 13.3% don't know or have no opinion.*

Any subgroup showing 50-59% "agreed" and "strongly agreed" with an item were labeled as showing some support. The probabilities are that 33.3% disagree or strongly disagree, and 16.7% don't know or have no opinion.*

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*These calculations are based on the "worst possible case;" that is, that 1-.60 are distributed equally among the three remaining categories. Similar calculations were made for each of the other groupings: Some support, 1-.50; lack of support, 1-.40, and strong lack of support, 1-.00. A precise calculation would differ for each item in the questionnaire.

Any subgroup showing 40-49% "agreed" and "strongly agreed" with an item were labeled as showing lack of support. The probabilities are that 39.3% disagree and strongly disagree, and 19.7% don't know or have no opinion.*

Any subgroup showing less than 40% "agreed" and "strongly agreed" with an item were labeled as showing strong lack of support. The probabilities are that 66.7% disagree and strongly disagree, and 33.3% don't know or have no opinion.*

Finally, responses to the open-ended questions were analyzed in three general areas: (1) the general reaction to Social Actions; (2) comments regarding its administrative location; and (3) areas of potential development. To reduce the data to manageable condition the responses were first read to induce a set of categories. Using these categories, a checklist was constructed. Then the responses were re-read and coded on the check-list. All idiosyncratic responses were recorded to permit maximum reflection of subject reaction in the final report.

RESULTS

Thirty factors, explaining 62.6% of the variance of the 99 attitudinal items in Part II of the SL questionnaire, were found. Table 1 presents the results of the varimax rotation, identifying questions that loaded on each factor, along with their communality estimates and the variance explained by that factor. An expanded version of this chart appears in Appendix C, Tables 3-8, where each item is associated with each factor in order to simplify interpretation for the reader. All thirty factors showed an eigenvalue of 1 or greater, following Kaiser's

*See previous footnote.

criterion for selection (Kaiser, 1963). A survey of the communality estimates shows that they range from .48 to .79, indicating moderate validity of the factor structure. Thirty-five items did not load on any factor according to the purity index, and appear in Appendix C, Table 2, according to the functional areas of Social Actions.

These factors are best understood in terms of five distinguishable concerns of the survey: (1) What are the perceptions and attitudes about Equal Opportunity and Treatment (EOT); (2) about Human Relations Education (HRE); (3) about Drug and Alcohol Abuse (DAA); (4) about the broader U.S. Air Force commitment to General Social Actions (GSA), and (5) about qualifications and opportunities for professional and career development of Social Actions personnel (QUAL).

Table 2 presents a summary of the 29 factor variables according to each of the five areas. In addition, 38 items on the questionnaire did not load on any factor. Where more than one item appeared on a factor, the scores (1 though 5) were summed, and declared as representative of the factor variable. Where items had negative loadings, the scores were recorded in reverse (1=5, 2=4, 3=3, 4=2, 5=1) order to ensure the effects of that item are manifested in the summated scores.

Inspection of Table 2 shows each area could be reduced: EOT to 8 variables; HRE to 8 variables; DAA to 15 variables; GSA to 27 variables, and QUAL to 11 variables. In a later presentation, items were separated from their factors where it was believed important to explanation, e.g., see Table 11.

One factor, explaining 72.5% of the variance of the 12 items intended to measure command support in Part III, was found (see Table 3). All items loaded on the factor, showing correlations ranging from .75 to .89. Communality estimates ranged from .56 to .79, the spread of which indicates a somewhat stronger level of validity for the single

Table 1
Attitudes and Perceptions
Factor Analysis Results
62.6% Variance
Explained

Factor 1 10.0%
EOT Credibility

Item	r	h²
20	.78	.73
50	.76	.74
110	.64	.162

Factor 2 5.5%
4-hr DAA Education

Item	r	h²
13	.73	.68
26	.71	.64
59	.69	.77
60	.71	.79

Factor 3 4.4%
Charter Expansion

Item	r	h²
17	.77	.67
32	.69	.61
45	.55	.67
65	.78	.69
90	.62	.62

Factor 4 3.5%
Reorganize SL

Item	r	h²
24	.72	.63
29	.72	.64
40	.71	.68
75	.53	.62

Factor 5 2.7%
Educ. Requirements

Item	r	h²
27	.84	.76
51	.83	.74
82	.51	.60
93	.8)	.76

Factor 6 2.3%
Rehab. Credibility

Item	r	h²
72	.73	.67
76	.73	.66

Factor 7 2.2%
HRE/EOT Importance

Item	r	h²
25	.72	.65
35	.60	.67
78	.55	.64

Factor 8 2.1%
Early HRE Education

Item	r	h²
84	.67	.67
94	.63	.68
103	.60	.58

Factor 9 2.0%
SL Background

Item	r	h²
18	.66	.62
19	.71	.62
108	.64	.64

Factor 10 1.8%
DAA Importance

Item	r	h²
42	.51	.50
48	.66	.62

Factor 11 1.7%
Planning Needs

Item	r	h²
83	.61	.61
102	-.58	.56

Factor 12 1.6%
Walk-In Needs

Item	r	h²
67	.70	.61

Table 1 (Continued)

Factor 13 1.5% Discrimination Importance

Item	r	h²
71	.71	.67
106	.75	.68

Factor 14 1.5% SL Goals

Item	r	h²
34	.80	.71
43	.58	.58
92	-.52	.60

Factor 15 1.5% SL Power

Item	r	h²
14	.75	.66
69	.54	.63
85	.64	.68

Factor 16 1.4% Minimum Grade

Item	r	h²
39	.78	.69
41	.77	.70

Factor 17 1.4% DAA Organization Eff.

Item	r	h²
54	.78	.68
68	.71	.66

Factor 18 1.4% Promotability

Item	r	h²
30	.77	.70
74	.78	.70

Factor 19 1.3% MGT Consultation

Item	r	h²
36	.74	.69
87	.67	.66

Factor 20 1.3% SL to Base CO

Item	r	h²
95	.74	.64

Factor 21 1.2% SL Qual. & Selection

Item	r	h²
15	.74	.63
58	.64	.62

Factor 22 1.2% Career Broadening

Item	r	h²
53	.71	.61

Factor 23 1.2% SL/NCO Career Field

Item	r	h²
89	.76	.68

Factor 24 1.2% Continuing Educ.

Item	r	h²
12	.71	.5(

Factor 25 1.1% Rehab. Importance

Item	r	h²
23	.77	.67

Factor 26 1.1% EOMI Goal Consistency

Item	r	h²
88	.67	.60

Factor 27 1.0% Climate Data

Item	r	h²
96	.74	.67

Factor 28 1.0%

Item	r	h²

(No items loading)

Factor 29 1.0% SL/Chief to CO

Item	r	h²
81	.74	.68

Factor 30 1.0% SL to Base Advisory

Item	r	h²
56	.59	.59

Table 2
Summary of Variables
(67 Variables Distributed)
According to Area of Social Actions

	EOT (8 Variables)	HRE (8 Variables)	DAA (15 Variables)	GSA (27 Variables)	QUAL (11 Variables)
Factor Variables	EOT Credibility	HRE(EOT) Importance*	4-hr DAA Education Program	Charter Expansion	Education Requirements
	EOT(HRE) Importance*	Early HRE Education	Rehab. Credibility	Reorganization of SL	SI. Background
	Discrimination Importance		DAA Importance	Planning Needs	Minimum Grade
	EOMI Goal Consistency		DAA Organizational Effectiveness	Walk-In Needs	Promotability
			Rehab Importance	SI. Goals	SI. Qualifications and Selection
				SI. Power	Career Broadening for Officers
				Management Consultation	SI./NCO Career Field
				SI. to Base Advisory Council	Continuing Education
				Climate Data	
				SI./Chief to CO	
				SI. to Base Advisory Council	

Table 2 (Continued)

Total Factor Variance	14.8%**	4.3%**	12.1%**	19.8%**			12.3%**	
Questions not Loading on Factor Structure	47	38	21	16	61	98	28	64
	91	44	31	22	63	99	73	
	97	109	33			100		
	104	CO22***	46	37	70	101		
		CO41***	52	49		107		
		CO49***	62	55	79			
			66	57	86			
			77					
			89					
			105					

* This factor variable is the only one which addresses simultaneously two distinguishable areas (EOT and HRE) in Social Actions. Total variables distributed across the areas (67) was corrected for this double summation.

** Summation of those variances does not amount to the same total variance explained in Table 1. This is due to: (1) Factor 7 being summed twice in this table (EOT/HRE Importance); (2) Factor 28 shows no items loading on that factor, and (3) rounding error.

*** These items were unique to senior installation commanders and were not asked of SI personnel.

Table 3

Command Support
Factor Analysis Results
72.5% of Variance Explained

Factor 1		72.5%
Command Support (Satisfaction with Work Environment)		
Item	r	h^2
113	.83	.70
114	.85	.73
115	.89	.79
116	.89	.79
117	.75	.56
118	.87	.75
119	.85	.72
120	.87	.76
121	.85	.72
122	.86	.75
123	.87	.75
124	.83	.68

factor structure explaining all items. Apparently, a one-dimensional scale exists which measures a generalized property we might label "command support," although inspection of the items and their relationship to the literature on organizational behavior (Dunnette, 1976) suggests this dimension is a measure of the work environment and may represent one of the classic factors of job satisfaction (Locke, 1976).

Command support had a low correlation (r=.38) with job satisfaction. Twenty-five other correlates to command support, showing a Pearson product-moment correlation coefficient of .50 or greater, were found in the data. Table 4 presents these results in the order of largest to lowest measures of association.

One factor also was found for the 11 items measuring the level of job satisfaction of Social Actions personnel (See Table 5). The single factor explained 47.8% of the total variance, with all items meeting the purity index criteria. Correlations ranged from .58 to .84, while communality estimates ranged from .33 to .71 and indicated a low-moderate level of validity of the single factor structure. Inspection of these items suggests that the job satisfaction scale is most indicative of the degree with which each person is satisfied with the career field of Social Actions. As stated before, the correlation of this scale to command support was low (r=.38). Table 6 presents the 37 correlates of job satisfaction found in the data which have Pearson's product-moment correlation coefficients of .50 or greater. As before, the correlations are presented in rank order from the most to the least related to job satisfaction.

All 99 attitude and perception items in Part II were introduced to cross tabulations. These results demonstrate no correlation exists between the grouping of respondents and any category selected in the 99 items. The groups analyzed were: (1) commander, SL officer, or

TABLE 4

Rank Order of Variables
Correlated with Command Support

VARIABLE	r	VARIABLE	r
57 (GSA)	.67	Rehab Importance (DAA)	.56
46 (DAA)	.66	86 (GSA)	.55
16 (GSA)	.65	DAA Organizational Effectiveness (DAA)	.55
62 (DAA)	.65	Charter Expansion (GSA)	.55
SL Background (QUAL)	.64	SL Qualifications and Selection (QUAL)	.54
Continuing Education (QUAL)	.63	49 (GSA)	.54
38 (HRE)	.63	SL Goals (GSA)	.54
Rehab Credibility (DAA)	.61	SL/NCO Career Field (QUAL)	.53
Age (AGE)	.61	47 (EOT)	.53
(HRE/EOT) Importance (HRE, EOT)	.60	77 (DAA)	.52
DAA Importance (DAA)	.60	105 (DAA)	.52
SL to Base Advisory (GSA)	.59	Education Requirements (QUAL)	.51
109 (HRE)	.57		

KEY:

(EOT) = Equal Opportunity and Treatment Variables

(HRE) = Human Relations Education Variables

(DAA) = Drug and Alcohol Abuse Variables

(GSA) = General Social Actions Variables

(QUAL) = Qualifications of SL personnel variables

(CS) = Command Support Variables

(JS) = Job Satisfaction Variable

(AGE) = Age of Respondent

(EDUC) = Level of Education of Respondent

(TIAF) = Length of Time in Air Force of Respondent

(Rank) = Rank of Respondent

TABLE 5

Job Satisfaction
Factor Analysis Results
47.8% of Variance Explained

FACTOR 1		47.8%
Job Satisfaction (Satisfaction with Career Field)		
ITEM	r	h^2
125	.74	.55
126	.78	.61
127	.68	.46
128	.63	.40
129	.68	.47
130	.62	.39
131	.58	.33
132	.65	.42
133	.62	.39
134	.73	.53
135	.84	.71

TABLE 6

Rank Order of Variables
Correlating with Job Satisfaction

VARIABLE	r	VARIABLE	r
16 (GSA)	.84	109 (HRE)	.68
62 (DAA)	.84	86 (GSA)	.67
57 (GSA)	.83	Rehab Importance (DAA)	.66
46 (DAA)	.82	105 (DAA)	.66
Continuing Education (QUAL)	.81	TIAF	.64
Background (QUAL)	.80	77 (DAA)	.62
Age (AGE)	.80	47 (EOT)	.61
SL to Base Advisory Council (GSA)	.78	EDUC	.61
HRE/EOT Importance (HRE, EOT)	.78	Education Requirements (QUAL)	.60
DAA Importance (DAA)	.78	80 (DAA)	.60
Rehab Credibility (DAA)	.77	Discrimination Importance (EOT)	.58
SL Goals (GSA)	.73	101 (GSA)	.58
SL/NCO Career Field (QUAL)	.72	Career Broadening (QUAL)	.57
DAA Organizational Effectiveness (DAA)	.71	99 (GSA)	.55
49 (GSA)	.71	64 (GSA)	.54
SL Qualifications/Selection (QUAL)	.70	31 (DAA)	.52
38 (HRE)	.70	55 (GSA)	.52
		RANK	.51
Charter Expansion (GSA)	.68	66 (DAA)	.50

KEY:

(EOT) = Equal Opportunity and Treatment Variables

(HRE) = Human Relations Education Variables

(DAA) = Drugs and Alcohol Abuse Variables

(GSA) = General Social Actions Variables

(QUAL) = Qualifications of SL personnel variables

(CS) = Command Support Variables

(JS) = Job Satisfaction Variable

(AGE) = Age of Respondent

(EDUC) = Level of Education of Respondent

(TIAF) = Length of Time in Air Force of Respondent

(Rank) = Rank of Respondent

SL/NCO; (2) member of any of 14 commands; (3) member of any 6 levels of command; (4) member of either sex, or (5) member of any race or ethnic grouping, including caucasian, black, or other. Because very few respondents filled in categories other than caucasian or black, the leftover categories were collapsed to protect anonymity of respondents.

Another curious result was that the number of years experience in maintenance, operations, materiel, logistics, information, inspector general, legal, personnel, security police, social actions, or "other" (See Item 10 of questionnaire) were unrelated to any other variable in the entire instrument. Similarly, there was no relationship between years the respondent worked in any area of Social Actions (see Item 11 in questionnaire) and any other variable in the entire instrument.

Relationships were found linking age, level of education, years in the Air Force, and rank with several variables throughout the questionnaire. Thirty-seven variables were found to be related to age (see Table 7); 28 variables were found to be related to level of education (see Table 8); 23 variables were found to be related to length of time in service (see Table 9), and 18 variables were related to rank (see Table 10).

Multiple Classification Analysis was performed on all variables categorized as relating to perceptions and attitudes held by EOT/HRE and DAA respondents. We sought to determine whether a correlation existed between any area of specialty (EOT/HRE versus DAA), whether the respondent was a Social Actions officer or SL/NCO, and any criterion variables which might be contaminated by over-representation of the SL specialties. Results showed that no correlation existed in the data, making it reasonable to conclude that EOT/HRE personnel and DAA personnel do not biasly evaluate their own or each other's areas.

TABLE 7

Rank Order of Variables
Correlating with Age

VARIABLE	r	VARIABLE	r
62 (DAA)	.85	Rehab Importance (DAA)	.67
16 (GSA)	.85	47 (EOT)	.67
Continuing Education (QUAL)	.83	101 (GSA)	.65
57 (GSA)	.83	Charter Expansion (GSA)	.65
46 (DAA)	.82	38 (HRE)	.64
HRE/EOT Importance (HRE, EOT)	.81	109 (HRE)	.64
DAA Importance (DAA)	.81	49 (CSA)	.63
Job Satisfaction (JS)	.80	Command Support	.61
SL Goals (GSA)	.77	105 (DAA)	.61
SL to Base Advisory Council (GSA)	.77	99 (GSA)	.61
Rehab Credibility (DAA)	.76	77 (DAA)	.60
SL Qualifications/Selection (QUAL)	.76	31 (DAA)	.59
SL/NCO Career Field (QUAL)	.75	64 (GSA)	.59
SL Background (QUAL)	.75	66 (DAA)	.57
DAA Organizational Effectiveness (DAA)	.73	SL Power (GSA)	.55
86 (GSA)	.72	55 (GSA)	.55
Education Requirements (QUAL)	.68	Discrimination Importance (EOT)	.54
		Career Broadening (QUAL)	.54
80 (DAA)	.68	98 (GSA)	.54

KEY:
(EOT) = Equal Opportunity and Treatment Variables
(HRE) = Human Relations Education Variables
(DAA) = Drug and Alcohol Abuse Variables
(GSA) = General Social Actions Variables
(QUAL) = Qualifications of SL personnel variables
(CS) = Command Support Variables

(JS) = Job Satisfaction Variable
(AGE) = Age of Respondent
(EDUC) = Level of Education of Respondent
(TIAF) = Length of Time in Air Force of Respondent
(Rank) = Rank of Respondent

TABLE 8

Rank Order of Variables
Correlating with Highest Degree Held

VARIABLE	r	VARIABLE	r
Education Requirements (QUAL)	.72	101 (GSA)	.56
62 (DAA)	.70	31 (DAA)	.55
SL Goals (GSA)	.69	99 (GSA)	.54
Continuing Education (QUAL)	.68	55 (GSA)	.53
16 (GSA)	.68	47 (EOT)	.52
57 (GSA)	.68	Rehab Importance (DAA)	.52
HRE/EOT Importance (HRE, EOT)	.67	49 (GSA)	.51
46 (DAA)	.67	38 (HRE)	.51
DAA Importance (DAA)	.67	105 (DAA)	.50
SL to Base Advisory Council (GSA)	.66	Job Satisfaction (JS)	.50
Rehab Credibility (DAA)	.63		
SL Qualifications and Selection (QUAL)	.63		
DAA Organizational Effectiveness (DAA)	.62		
SL/NCO Career Field (QUAL)	.61		
86 (GSA)	.58		
SL Background (QUAL)	.57		
Charter Expansion (GSA)	.57		
80 (DAA)	.57		

KEY:
(EOT) = Equal Opportunity and Treatment Variables
(HRE) = Human Relations Education Variables
(DAA) = Drug and Alcohol Abuse Variables
(GSA) = General Social Actions Variables
(QUAL) = Qualifications of SL personnel variables
(CS) = Command Support Variables

(JS) = Job Satisfaction Variable
(AGE) = Age of Respondent
(EDUC) = Level of Education of Respondent
(TIAF) = Length of Time in Air Force of Respondent
(Rank) = Rank of Respondent

TABLE 9

Rank Order of Variables
Correlating with Years in Air Force

VARIABLE	r	VARIABLE	r
62 (DAA)	.68	47 (EOT)	.51
Continuing Education (QUAL)	.67	Education Requirements (QUAL)	.51
16 (GSA)	.66	38 (HRE)	.50
HRE/EOT Importance (HRE,EOT)	.65	101 (GSA)	.50
DAA Importance (DAA)	.65	109 (HRE)	.50
46 (DAA)	.65		
57 (GSA)	.65		
Job Satisfaction (JS)	.64		
SL Goals (GSA)	.62		
SL Qualifications/Selection (QUAL)	.62		
SL/NCO Career Field (QUAL)	.61		
SL to Base Advisory Council (GSA)	.59		
Rehab Credibility (DAA)	.59		
SL Background (QUAL)	.57		
DAA Organizational Effectiveness (DAA)	.57		
86 (GSA)	.57		
80 (DAA)	.54		
Rehab Importance (DAA)	.51		

KEY:

(EOT) = Equal Opportunity and
    Treatment Variables
(HRE) = Human Relations Education
    Variables
(DAA) = Drug and Alcohol Abuse
    Variables
(GSA) = General Social Actions
    Variables
(QUAL) = Qualifications of SL
    personnel variables
(CS) = Command Support Variables

(JS) = Job Satisfaction Variable
(AGE) = Age of Respondent
(EDUC) = Level of Education of
    Respondent
(TIAF) = Length of Time in Air Force
    of Respondent
(Rank) = Rank of Respondent

TABLE 10

Rank Order of Variables
Correlating with Rank

VARIABLE	r	VARIABLE	r
SL Goals (GSA)	.66		
62 (DAA)	.60		
Education Requirements (QUAL)	.59		
SL to Base Advisory Council (GSA)	.59		
57 (GSA)	.59		
16 (GSA)	.58		
46 (DAA)	.58		
Continuing Education (QUAL)	.57		
HRE/EOT Importance (HRE,EOT)	.56		
Rehab Credibility (DAA)	.55		
DAA Organizational Effectiveness (DAA)	.53		
SL Qualifications/Selection (QUAL)	.52		
SL/NCO Career Field (QUAL)	.52		
55 (GSA)	.52		
DAA Importance (DAA)	.51		
Job Satisfaction (JS)	.51		
86 (GSA)	.50		
101 (GSA)	.50		

KEY:

(EOT) = Equal Opportunity and Treatment Variables

(HRE) = Human Relations Education Variables

(DAA) = Drug and Alcohol Abuse Variables

(GSA) = General Social Actions Variables

(QUAL) = Qualifications of SL personnel variables

(CS) = Command Support Variables

(JS) = Job Satisfaction Variable

(AGE) = Age of Respondent

(EDUC) = Level of Education of Respondent

(TIAF) = Length of Time in Air Force of Respondent

(Rank) = Rank of Respondent

Thus, the conclusions we draw from the data analysis can be generalized to represent the attitudes and perceptions of both groups. Responses were not "loaded" by either group to favor themselves over others. Indeed, EOT/HRE and DAA personnel exhibited surprisingly little if any "parochialism" for their own specialty.

One final step in the quantitative data anlysis required (see section on Methods and Procedures) recasting the data in ways which permit meaningful utilization by Social Actions personnel, particularly with regard to policy evaluation. Table 11 presents a summary of those variables which show any level of support among COs, SL/Os, and SL/NCOs. Similarly, Table 12 presents a summary of those variables where there is any level of non-support, i.e., lack of support and strong lack of support, among COs, SL/Os, and SL/NCOs. Finally, Table 13 presents a summary of those variables where COs, SL/Os, and/or SL/NCOs differ in terms of whether they support or do not support issues identified by the variables. An expanded version of these tables is found in Tables 1 and 2 in Appendix C.

Overall, 36 individual items and factor variables showed some level of support; 23 showed some level of lack of support, and 14 showed mixed support and non-support. Separately, 10 of the 12 items measuring command support received some level of support (the remaining two were not supported by Social Actions personnel); 10 of the 11 items measuring job satisfaction received some level of support (the remaining item received mixed support and non-support from Social Actions personnel).

In summary of the quantitative data, the results show that the 99 items in Part II could be reduced via factor analysis to 64 (not counting 3 items unique to COs) variables; the 12 items measuring command support were reducible to one variable, and 11 items measuring job satisfaction were reducible to one variable.

TABLE 11

Summary of Variables:
Any Level of Support (Strong and/or Some)
Among COs, SL/Os, SL/NCOs*

Equal Opportunity and Treatment	Human Relations Education	Drug and Alcohol Abuse	General Social Actions	Qualifications	Command Support	Job Satisfaction
91	44	21	16	SL Background	113	125
47	CO22	33	22	Minimum Grade (41)	114	126
EOT Credibility	CO49	46	28	SL Qualification/Selection	115	127 .
EOT/HRE Importance		52	57	SL/NCO Career Field	116	128
Discrimination Importance(106)	Early HRE Education	62	73	Continuing Education	120	129
		Rehab Credibility (72)	86		121	131
		DAA Organizational Effectiveness(68)	107		122	132
		Rehab Importance	37		123	133
			79		124	134
			49			135
			Walk-In Needs			
			SL Goals			
			SL/Chief to CO			
			SL to Base Advisory Council			

* Variables identified by name only refer to those items representing that
factor (see Table 1). Where variables are identified by name with a number
in parenthesis, the variable refers to those items only within that factor.
Where only numbers appear, variables are those which did not load on a fac-
tor. All numbers refer to question items found in the SL questionnaire (see
Appendix A).

TABLE 12

Summary of Variables :
Any Level of Non-Support
Among COs, SL/Os, SL/NCOs*

Equal Opportunity & Treatment	Human Relations Education	Drug and Alcohol Abuse	General Social Actions	Qualifications	Command Support	Job Satisfaction
Discrimination Needs (71)	38	31	Reorganization	Education Requirements (27, 51, 93)	117	
EOMI Goal Consistency	109	61	Planning Needs (83)	Promotability	118	
	CO41	77	SL Power	Career Broadening		
		105	Management Consultation			
			SL to Base Commander			
			Climate Data			
			55			
			61			
			64			
			98			
			99			

*Variables identified by name only refer to those items representing that factor (see Table 1). Where variables are identified by name with a number in parenthesis, the variable refers to those items only within that factor. Where only numbers appear, variables are those which did not load on a factor. All numbers refer to question items found in the SL questionnaire (see Appendix A).

TABLE 13
Summary of Variables:
Any Level of Mixed Support
(Some Support/Some Do Not Support)
Among *COs, SL/Os, SL/NCOs**

Equal Opportunity & Treatment	Human Relations Education	Drug and Alcohol Abuse	General Social Actions	Qualifications	Command Support	Job Satisfaction
97		4-hr. DAA Education Program	Charter Expansion	Education Requirements		130
104		Rehab Credibility (76)	Planning Needs (102)	Minimum Grade (39)		
		DAA Organizational Effectiveness (54)	63			
		80	100			
			101			
			70			

*Variables identified by name only refer to those items representing that factor (see Table 1). Where variables are identified by name with a number in parenthesis, the variable refers to those items only within that factor. Where only numbers appear, variables are those which did not load on a factor. All numbers refer to question items found on the SL questionnaire (see Appendix A).

It was also found that 8 variables addressed EOT; 8 addressed HRE; 15 addressed DAA; 27 addressed GSA, and 11 addressed QUAL. Analysis also showed that there were 25 variables moderately to strongly related to command support (8 variables from DAA; 7 variables from GSA; 5 variables from QUAL; two variables from HRE; one variable from EOT; and one variable from both HRE and EOT, and one variable from the demographics, Age).

Analysis showed 37 variables were moderately to strongly related to job satisfaction (11 variables from GSA; 11 variables from DAA; 6 variables from QUAL; two variables from HRE; two variables from EOT; one variable from both HRE and EOT; and four demographic variables, viz, Age, length of time in the Air Force, Rank, and level of education).

Four demographic variables were found to have a large number of correlates. Age was moderately to strongly related with 37 variables (13 variables from GSA; 11 variables from DAA; 6 variables from QUAL; two variables from HRE; two variables from EOT; and one variable from HRE and EOT, and both Job Satisfaction and Command Support).

Level of education was moderately related with 28 variables (10 variables from GSA; 9 variables from DAA; five variables from QUAL; one variable from HRE; one variable from EOT; one variable from both HRE and EOT, and Job Satisfaction).

Length of time in service was moderately related with 23 variables (six variables from GSA; seven variables from DAA; five variables from QUAL; two variables from HRE; one variable from EOT; one variable from both HRE and EOT, and Job Satisfaction).

Table 14

FREQUENCY OF AREA VARIABLES RELATED TO
COMMAND SUPPORT, JOB SATISFACTION AND DEMOGRAPHICS

Variable	N=27 GSA		N=15 DAA		N=7 QUAL		N=8 HRE		N=8 EOT		N=1 HRE/EOT		N$_T$=66 Totals
	f	%	f	%	f	%	f	%	f	%	f	%	
Command Support	7	25.9	8	53.3	5	71.4	2	25	1	12½	1	100	N=25 37.9%
Job Satisfaction	11	40.7	11	73.3	6	85.7	2	25	2	25	1	100	N=17 56.1%
Age	13	48.1	11	73.3	6	85.7	2	25	2	25	1	100	N=37 56.1%
Level of Education	10	37.0	9	60.0	5	71.4	1	12½	1	12½	1	100	N=28 42.4%
Length of Time in Air Force	6	22.2	7	46.7	5	71.4	2	25	1	12½	1	100	N=23 34.8%
Rank	7	25.9	5	33.3	4	57.1	0	0	0	0	1	100	N=8 27.3%

Rank was moderately related with 18 variables (seven variables from GSA; five variables from DAA; four variables from QUAL; one variable from both HRE and EOT, Job Satisfaction, and two variables from either HRE or EOT).

Table 14 provides a summary of these relations. Inspection of the table shows Age, Job Satisfaction, and Level of Education were most important in explaining attitudes and perceptions about General Social Actions (GSA) and Drug and Alcohol Abuse; all seven variables in explaining qualifications for Social Actions personnel; all variables except Level of Education and Rank in explaining HRE; Age and Job Satisfaction in explaining EOT, and the one HRE/EOT item was related to all six variables.

Another way to summarize these results is that the variables, in order of importance, which explain the 99-item scale were: Age and Job Satisfaction (56.1% each), Levels of Education (42.4%); Command Support (37.9%); Length of Time in the Air Force (34.8%), and last, Rank (27.3%).

Responses to the open-ended questions were also very high. Table 15 indicates the number and percentages of responses.

Table 15

Number of Responses to
Open-Ended Questions

Respondents	Responses		Non-Responses	
Commanders	77	68.75%	35	31.25%
SL/Officers	235	87.36%	34	12.64%
SL/NCOs	302	81.18%	70	18.81%

Despite the large percentage of responses, however, the nature of this data requires careful qualification before inferences can be drawn.

The first category of concern was general reaction to Social Actions. The COs responded with five very strong statements about the qualities of Social Actions, while eleven provided an opposite response. The comments ranged from "at [my base], I have the best SL program in the USAF" to "Delete the function--we're here to fly and fight, not run a welfare agency." The small number of strongly positive and negative responses render conclusions from this data suspect. However, they do confirm the existence of a definite pocket of strong resistance. The general reaction from SL personnel were useless; with the exception of 2 SL/Os and 1 SL/NCO who were very negative, all other responses were neutral or better. This finding was to be expected, and, indeed, this category was included primarily to capture commanders' reactions.

The second category focused on administrative location of Social Actions. Four general patterns surfaced in these results: (1) The strongest and most consistent pattern of reactions in all three groups was to leave Social Actions as it now is. (2) Social Actions personnel strongly resisted movement to Personnel. (3) Subdividing and re-locating DAA, EOT, and HRE into SG, IG, and PME, respectively, received mixed support, with SL/Os offering stronger support for moving EOT and HRE, and both SL/Os and SL/NCOs offering the strongest and most controversial support to movement of DAA. (4) A small pocket of support surfaced for making SL into a Separate Operating Agency (SOA), somewhat like the Area Defense Council or another unit directly responsible to Command or Headquarters USAF. Table 16 reports these results.

Table 16

Administrative Location for Social Actions

LOCATION	COMMANDERS		SL/OFFICERS		SL/NCOs	
	+	–	+	–	+	–
Remain as is	15	0	28	3	38	0
Squadron	2	0	1(EOT)	0	1(EOT/HRE)	1
Base CO	3	0	0	3	2	15
DP	4	0	7	25	2	57
IG[1]	1	0	33	7	13	20
PME[2]	1	0	29	2	10	7
SG[3]	4	0	38	13	46	30
SOA[4]	0	0	12	0	16	1

[1] Primarily EOT to IG

[2] Primarily HRE to PME

[3] Primarily DAA to Mental Health

[4] Recommendations included direct to Maj Comm, to HQ/USAF, or an SOA such as Area Defense Councils.

Table 17

Areas of Potential Expansion

AREA	COMMANDERS		SL/OFFICERS		SL/NCOs	
	+	−	+	−	+	−
General Counseling	1	4	18	3	15	1
Family Counseling[1]	1	4	62	15[2]	71	7
Marriage Counseling	0	0	0	2	10	1
Research Capability	1	1	1	4	3	9
SL Training	5	1	57	0	74	0
Expand Education by SL	1	2	13	3	18	1
Manpower	2	2	14	1	25	3
DAA	3	1	30	2	23	1[4]
HRE	0	0	25	3	29	2
EOT	0	1	6	2	16	0
Org. Assess, etc.	1	16	44	30	25	22
Mgt. Consult.	0	13	27[3]	37	33	28
SL Qualification	14	0	21	1	20	0

[1] Primarily related to DAA

[2] Three of these identified an exception for DAA

[3] One recommended at unit level only

[4] Deemphasize DAA education only.

The most diverse response pattern related to areas of potential expansion for Social Actions. Table 17 provides an overview of reactions in a set of predetermined categories; these categories were induced from a general reading of the questionnaires.

Four general patterns surfaced in these results: (1) The strongest suggestions by all groups were for SL personnel to receive more up-to-date training in their areas of expertise. (2) One of the strongest areas of concern among SL personnel was to clarify and to expand the use of family counseling for DAA rehabilitation. (3) Two of the areas of strong sentiment and obvious controversy were organizational assessment and management consultation. COs felt strongly that SL personnel should not enter these areas. SL personnel, on the other hand, were divided over these matters. (4) General comments by SL personnel suggested the need to improve DAA and HRE; by comparison a much smaller number addressed EOT.

Capturing the wide range of idiosyncratic suggestions proved very demanding. Approximately ninety specific suggestions were provided which did not fit into the former two sets of categories. These reactions are all provided in Appendix D, with the frequency of their identification and the positive or negative bias noted for each of the three groups surveyed. Comments occurring more than ten times summed over all three groups are noted in Table 18 below:

Table 18

Selected Suggestions Unnoted in Predetermined Categories

	Commanders		SL/Officers		SL/NCO's	
SUGGESTIONS	+	-	+	-	+	-
1. Avoid smoking clinics	0	0	9	1	2	0
2. Work more at the unit levels	4	0	6	0	7	1
3. Change the name of Social Actions	0	0	13	1	15	0

	SUGGESTIONS	Commanders		SL/Officers		SL/NCO's	
		+	-	+	-	+	-
4.	Enhance the credibility, visibility and support of SL	2	0	0	0	9	0
5.	Improve coordination within SL and with other units	0	0	8	0	10	0
6.	Revise AF Reg 30-2 and SL Charter	0	0	7	0	12	0
7.	Insure confidentiality/ anonymity of DAA clients	0	0	5	0	5	0
8.	Avoid investigations, disciplinary actions, or IG complaint work	0	0	6	0	8	0
9.	Decrease bureaucratic paperwork	0	0	5	0	13	0
10.	Increase the mission orientation	3	0	7	0	7	0
11.	Enhance DAA rehabilitation capabilities	0	0	4	0	8	0
12.	Standardize operations	2	0	1	0	8	0
13.	Develop a broader based Human Resources or Services program	1	0	3	0	10	0
14.	Secure more clout and decision power for SL	2	0	3	0	25	0
15.	Improve recognition and promotion opportunity for SL personnel	3	0	0	0	9	0

These suggestions should be considered by planners, but they should note that with rare exception they are vaguely expressed and probably deserve extensive attention at conference discussions to identify the means to achieve these goals.

Overall, the responses to the open-ended questions represented more intensified verbal reactions to items raised in the other parts of the survey. In fact, several of the responses identified earlier items by number as directions for expansion or restriction of SL development. Beyond efforts to merely codify these reactions, however, several interpretative statements are necessary to reflect these results: The COs slanted their recommendation for more training for SL personnel into the idea that the area needed better trained and more experienced personnel. As they commented on the administrative location, they urged SL personnel to provide advice, but not interference, with their job responsibilities. Although surfacing specifically in relation to organizational assessment and management consultation. the COs were also underscoring that they preferred no expansion for Ĺ at all.

From the SL personnel comments suggested some conflicts and strife among the component units, despite the relatively small numbers who explicitly mentioned this problem area. This problem was revealed primarily by persons in one part of SL specifying stringent alterations or administrative re-location for another part of SL. Beyond this, at least one general problem recurred in each specific area: For DAA, rehabilitation was a major theme, especially as it related to family counseling, but was not restricted to that. For HRE frequently disenchantment was noted about the current training provided for USAF personnel. These remarks underscored that the training is too weak and too infrequent to serve its goals, and that the lesson plans need strengthening and more adaptability to local situations. For EOT several comments were directed to the adequacy of EOMI to meet USAF needs and to the general concern over whether possible expansion of SL might divert attention away from discrimination.

CONCLUSIONS

These conclusions are based on the results of the data analysis reported in the previous section and on the more expanded results reported in the Appendices. Results of additional data analysis are occasionally reported within the context of these conclusions. Such a procedure permits improved precision in understanding the conclusions made. In order to improve interpretability of these results, variables are identified by question item* or factor,** thus integrating the data which justify the conclusions. In addition, Table 1 in Appendix C also shows the number of subjects according to the population groups identified. Qualitative data results, derived from responses to the open-ended questions, are combined where appropriate with the quantitative data.

The organization of this section results from the anticipated needs and usage of Air Staff and personnel throughout Social Actions. The organizational pattern is a follows: (1) Equal Opportunity and Treatment; (2) Human Relations Education; (3) Drug and Alcohol Abuse; (4) Qualifications and SL Personnel Development; (5) General Social Actions; (6) Command Support, and (7) Job Satisfaction.

These conclusions do not contain explicit recommendations for action. One concern of this report is to avoid restricting the options available to the U.S. Air Force.*** Because alternative actions are typically available, specific actions must depend upon current institutional policies and priorities of the U.S. Air Force.

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*For identification of an item, turn to the questionnaire in Appendix A. The reader might find it useful to refer to Table 1, Appendix C for an easy reference to the content of questions asked according to Factors and Level of Support.

**For identification of items appearing on a factor variable, see Table 1, above.

***We are prepared, however, to make recommendations should the Air Staff request them at some future date.

Equal Opportunity and Treatment (EOT)

1. EOT is perceived as a highly credible (Factor 1) program by commanders, SL officers, and SL/NCOs.

2. The EOT mission is perceived as highly important (Item 35, Factor 7) by all Social Actions personnel.

3. Equal Opportunity Management Institute (EOMI) training (Factor 26) is perceived by SL personnel as having goals inconsistent with Social Actions.

4. There is a strong lack of support for requiring a Masters degree for those in charge of EOT (Item 93). This issue will be discussed more extensively in the section on Qualifications and SL Personnel Development.

5. There is little support for realigning the EOT complaint function from Social Actions to the Inspector General. This is part of a larger factor (Factor 4) showing little support for any reorganization of Social Actions. There were mixed reactions, however, when respondents were asked to assess whether (a) present EOT complaint procedures are satisfactory (Item 104); (b) more informal ways of processing complaints should be developed (Item 47), and (c) EOT complaints should be worked through unit commanders rather than wing commanders (Item 97).

Commanders, SL officers and caucasians strongly support current complaint procedures. Males and blacks indicate a more narrow margin of support, while SL/NCOs, females and other racial/ethnic groups seem to show even less support. SL officers and SL/NCOs give some, but not strong, support for using more informal ways of processing complaints. The data show that five variables are moderately related to this

conclusion (See Tables 4,6,7,8, and 9 above), the most important of which is age of the respondent.

Senior installation commanders and SL officers strongly support working EOT complaints through unit commanders. Similar strong support for this conclusion also exists in the AAC and AFLC commands, and at the NAF and MAJCOM levels. Support, although less in strength, also exists among males, caucasians, and in AFSC, ATC, MAC, SAC, TAC, and USAFE commands. A lack of support exists among NCOs, females, blacks, other racial/ethnic groups, at PACAF command, and at the Base, Wing, and Air Division levels.

6. There is a mixed response to the primacy of discrimination (Factor 13), either as the most important problem in the Air Force (Item 75) or whether discrimination has a primary impact on organizational effectiveness (Item 71). Generally, SL officers and SL/NCOs showed some support for discrimination being the most important problem in the Air Force. Air Division strongly supported the belief that discrimination is the most important problem relative to organizational effectiveness. Blacks and the Separate Operating Agencies (SOA) showed some support, while SL/NCOs, females, other racial/ethnic groups, and those at AAC, SAC and TAC commands showed a lack of support. A strong lack of support was found among SL officers, males, caucasians, those at AFLC, AFSC, ATC, MAC, PACAF, and USAFE commands, and at Wing, NAF, and MAJCOM levels.

The discrimination factor was modestly correlated with job satisfaction (See Table 6), and only slightly less correlated with age (See Table 7).

Human Relations Education (HRE)

1. HRE is perceived as highly important to the Air Force Mission (Item 72, Factor 7) by commanders and all SL personnel. HRE is also

viewed as personally important (Item 78, Factor 7) to all SL person-
nel. The single most important predictor of the importance of HRE is
job satisfaction (See Table 6), although it is also moderately-
to-strongly related to command support (Table 4), age (Table 7), level
of education (Table 8), length of time in the Air Force (Table 9), and
rank (Table 10).

2. Commanders and all SL personnel strongly believe that HRE is pro-
ducing positive results (Item 44).

3. Strong support also exists for the contribution early HRE educa-
tion makes to mission effectiveness (Factor 8). This holds true for
not only SL personnel, but commanders as well. The early HRE educa-
tion indicated includes Newcomers HRE, First Duty Station HRE, and the
presentations in NCO PME I, PME II, and PME III.

Apparently, however, SL personnel are not entirely pleased with the
HRE portions of PME (Item 38). Although females, other racial/ethnic
groups, and AAC command show some support for HRE in PME, SL officers,
SL/NCOs, males, caucasians, blacks, those at AFLC, AFSC, ATC, PACAF,
SAC, TAC, and USAFE commands, and those at Base and Wing levels show
lack of support. A strong lack of support for HRE in PME exists at
MAC and SOA commands, and at Air Division, NAF, and MAJCOM levels.

4. A strong lack of support exists for the effectiveness of HRE
courses in such officer-entry programs as OTS, ROTC, and USAFA (Item
109). Commanders were asked three questions, not asked of SL person-
nel, regarding their assessment of the effectiveness and level of sat-
isfaction with Basic Military Training HRE courses (Items CO22, CO49),
and Officer Accession HRE courses as a preparation for human relations
problem management (Item CO41). Generally, commanders show some
support for the Basic Military Training HRE courses, but show lack of
support for the officer accession program.

5. SL personnel do not want to see HRE realigned with the Base Education office (Item 24, Factor 4).

Drug and Alcohol Abuse (DAA)

1. SL personnel strongly believe that alcohol abuse is one of the most important problems impacting on organizational effectiveness (Item 68, Factor 17). They also believe that providing rehabilitation services is the most important task of DAA personnel (Factor 25). Unsurprisingly, therefore, DAA control is believed to be important to the Air Force mission (Item 48, Factor 10) and that DAA prevention programs are worth the effort (Item 66).

2. The DAA control program rehabilitation committees are perceived by commanders and SL personnel as strongly effective in evaluating the progress of rehabilitees (Item 21). They also believe the DAA control program is showing positive results (Item 52), although more needs to be done (Item 33).

3. Similarly, SL personnel believe DAA personnel are doing a good job (Item 46) and that the programs are important to themselves personally (Item 62).

4. SL personnel strongly oppose transferring the DAA control program to the hospital (Item 40). Compare this quantitative result with the qualitative data listed in Table 16.

5. SL personnel strongly oppose requiring a Masters degree for those in charge of DAA (Item 51).

6. SL personnel do not believe the DAA control committee is effective in monitoring the overall DAA control program (Item 105).

7. SL personnel do not hold strong confidence in DAA education pro-
grams, nor do they highly value its importance (Item 77). A specif-
ically defined problem area is that of the 4-hour base level education
program. Generally, they believe it should be continued on an event-
oriented basis (Item 31), but they do not believe it should continue
as it is now being conducted (Item 13, Factor 2). They want changes
in the 4-hour DAA education program (Item 26, Factor 2), although it
is uncertain in which direction it should go. No quantitatively-based
items uncovered precise future directions. Clearly, however, SL per-
sonnel do not believe the 4-hour Base Level DAA education program or
its subject matter is effective in preventing drug and alcohol abuse
(Items 59, 60, Factor 2).

Mixed support surfaced for replacing the education program with
special education programs at varying intervals, aimed at specific
population groups such as spouses, dependent children, and pro-
fessionals (Item 80). AAC and SOA commands strongly supported this
proposal, while there was some support among SL/NCOs, males, cauca-
sians, other racial/ethnic groups, and those at AFLC, ATC, PACAF, SAC,
and USAFE commands, and those at the Wing, NAF, and MAJCOM levels. SL
officers, females, and blacks showed a lack of support for this alter-
native, as did those at AFSC and TAC commands, and those at the Base
level. A strong lack of support was found at MAC and at Air Division
level.

8. Rehabilitation, rather than education, seemed to be an alternative
direction of emphasis for some, but not all groups. SL officers, cau-
casians, those at AAC, AFSC and ATC commands, and those at Air Divi-
sion and MAJCOM levels strongly support the effectiveness of DAA
control program effectiveness in returning alcohol abusers to unlim-
ited duty (Item 71, Factor 6). Some support exists among SL/NCOs,
males and females, blacks, those at MAC, PACAF, SAC and TAC commands,
and those at the Base and Wing levels. A lack of support existed for

alcohol rehabilitation effectiveness at AFLC, and a strong lack of support among other racial/ethnic groups, AAC, and at NAF and MAJCOM levels.

Drug rehabilitation effectiveness presents a somewhat different picture. Those at AAC strongly believe the DAA rehabilitation efforts are effective in returning drug abusers to unlimited duty (Item 76, Factor 6). Some support exists among SL officers, males, caucasians, and those at AFSC, MAC, TAC, and USAFE commands, and those at MAJCOM. A lack of support for such rehabilitation effectiveness of drug abusers exists among SL/NCOs, females, blacks, those at ATC, PACAF, and SAC commands, and those at the Base and Wing levels. A strong lack of support exists among other racial/ethnic groups, those at AFLC and SOA commands, and those at Air Division and NAF levels.

9. Commanders and SL personnel agree in their strong support for education beyond DAA control technical training courses in order to create competent family counselors (Item 42).

Qualifications, SL Personnel Development

1. A strong lack of support exists among SL personnel for requiring a Masters degree for those in charge of EOT, HRE or DAA (Factor 5). There is mixed support, however, when asked whether NCOs in Social Actions should have at least 30 credit hours of college-level education in an area related to their specialty (Item 82, Factor 5). Those at AAC, AFLC, and SOA commands, and those at Air Division and NAF levels strongly support this requirement. Some support exists among SL officers, males and females, caucasions and other racial/ethnic grups, those at USAFE commands, and at the Wing level. There was a lack of support among SL/NCOs, blacks, those at AFSC, ATC, MAC, PACAF, and TAC commands, and those at the Base and MAJCOM levels. It is interesting to note that of the six correlates of this factor variable, the strongest predictor of the level of support for education requirements was the level of education of the respondent (See Table 8).

2. SL personnel strongly support the belief that the caliber of SL personnel is adequate to get the job done (Item 108, Factor 9). At the same time, however, there is a mixed response to whether the academic background is adequate (Item 18, Factor 9) or whether the professional military background is adequate (Item 19, Factor 9). It may be that the response to general adequacy is an indicant of generosity to one's peers, while the remaining items are more specific and therefore more penetrating in assessing attitudes about background requirements.

The survey showed females, blacks, those at AAC, AFLC, AFSC, and TAC commands, and those at Base and Air Division levels believe the academic background is adequate. Some support exists among SL officers, SL/NCOs, males, caucasians and other racial/ethnic groups, those at ATC, MAC, PACAF, SAC and USAFE commands, and those at Wing, NAF and MAJCOM levels. A strong lack of support was found at SOA command.

The adequacy of professional military background was strongly supported by females, blacks, those at AFSC and TAC commands, and those at Base and Air Division levels. Some support exists among SL officers, SL/NCOs, males, caucasians and other racial/ethnic groups, those at AFLC, ATC, MAC, PACAF, SAC and USAFE commands, and at the wing and NAF levels. A lack of support was found in MAJCOM, and a strong lack of support was found at AAC and SOA commands.

It is interesting to note, however, that of the five correlates of perceived adequacy of background, those who thought it adequate were also highest in satisfaction (See Table 6). Also interesting was that not one single variable measuring years of experience in any area of the Air Force was related to anything else in the entire questionnaire. This occurred in spite of the fact that commanders and all SL personnel strongly support the belief that personnel in Social Actions first need experience in other Air Force functional career areas (Item 28).

3. Mixed responses occurred to questions asking whether minimum officer and NCO grades should be imposed (or continued). Senior installation commanders show some support for requiring SL officers to be O-3 or greater (Item 39, Factor 16). They were not asked about NCOs. Those who strongly support the O-3 minimum grade were those at SOA and at NAF commands. Those showing some support were commanders, caucasians, those at ATC, MAC and USAFE commands, and those at MAJCOM. A lack of support was found among SL officers, SL/NCOs, males and females, blacks, other racial/ethnic groups, those at AFLC, AFSC, PACAF, SAC and TAC commands, and those at Base and Wing levels. A strong lack of support was found at AAC and at Air Division.

A rearrangement of the pattern of responses occurred when asked whether E-5 should be the minimum grade for SL enlisted personnel. SL officers strongly support his, as do those at AAC, AFLC, AFSC, ATC, MAC, SAC and SOA commands, and those at Wing, Air Division, NAF and MAJCOM levels. Some support also exists among SL/NCOs, males, females, caucasians, blacks, and those at PACAF and USAFE commands. A lack of support was found among other racial/ethnic groups, TAC and at the Base level. The Wing level showed a strong lack of support.

4. Extremely few, including commanders and all SL personnel, believe opportunities for promotion for SL personnel is good, or even on a par with other professional fields in the Air Force (Factor 18).

5. SL personnel strongly believe tougher requirements are needed for selecting personnel entering Social Actions (Item 58, Factor 21). Support, though somewhat mixed, exists for the belief that criteria for removing unqualified or low-performing personnel are too lax (Item 15, Factor 21). Generally females, other racial/ethnic groups, and those at AAC, PACAF and USAFE commands, and those at Air Division, NAF and MAJCOM levels strongly support the statement that a tendency to laxness exists. SL officers, SL/NCOs, males, caucasians and those at

AFLC, AFSC, ATC, SAC, SOA and TAC commands, and those at the Wing level show some support. There is a lack of support among blacks, at MAC, and at the Base level.

6. A tendency, though mixed, exists for SL personnel to believe Social Actions should not be a career-broadening assignment for officers (Factor 22). SL/NCOs, males, caucasians, other racial/ethnic groups, those at AAC, ATC, SAC and at USAFE commands, and those at Base, Wing, Air Division and NAF levels do not support such a career-broadening policy. Lack of support, though less intense, for such a policy also exists among SL officers, females, blacks, those at AFLC, MAC, PACAF and TAC commands, and those at MAJCOM. There is support for the career-broadening approach with those at AFSC and SOA, both commands showing some, though not strong, support.

7. Strong support among all SL personnel exists for Social Actions to be maintained as a career field for the enlisted force (Factor 23), and that Social Actions should be a voluntary assignment (Item 73).

8. Strong support exists for requiring Social Actions personnel to continue their formal training in the area of their responsibility (Factor 24).

9. SL personnel do not support the notion that they would resist changes should new objectives go beyond the traditional directives (Item 64).

General Social Actions

1. There is a strong feeling among respondents, including commanders, that a large number of current organizational activities in Social Actions should stay as they are. There is strong lack of support for reorganizing HRE to the Base Education Office (Item 24, Factor 4), DAA to the hospital (Item 40, Factor 4), Social Actions to the Base

Director of Personnel (Item 61), the placing of the SL office under the Base Commander (Factor 20), or the elimination of Social Actions (Item 75, Factor 4). Also see Table 16 earlier.

Similarly, there is strong support among commanders and SL personnel for the SL Chief to report directly to the senior installation commander (Factor 29), and for Social Actions serving on the Base Advisory Council (Factor 30).

2. There are mixed reactions of support/non-support among significant groups regarding the expansion of the current SL charter. Commanders do not wish to see Social Actions expanded to include morale, job satisfaction and productivity concerns (Item 17, Factor 3), nor for Social Actions to gather organizational climate data (Item 32, Factor 3). Commanders do not wish Social Actions personnel to provide management consultation services to commanders (Item 65, Factor 3). For each of these variables, SL officers and SL/NCOs hold the opposite view: They would like to expand in each of the three areas cited. Support for SL expanding programs into morale-satisfaction-productivity areas was strongest among SL officers, SL/NCOs, females, all racial/ethnic groups except caucasians, and those at the AAC, AFLC, AFSC and MAC commands, at all levels of command. Males and those at PACAF, SAC, TAC and USAFE showed some support. A lack of support was found among caucasians and those at ATC and SOA commands. Only commanders showed a strong lack of support for this program expansion. Commanders and those at AAC command strongly believe the charter for Social Actions is adequate to conduct its mission in today's social and work environment (Item 63). Some support for this also exists at AFLC, AFSC, SOA commands, and at the NAF level. As before, there is a lack of support for charter adequacy from SL officers, males, caucasians, other racial/ethnic groups, those at ATC, MAC, TAC and USAFE commands, and those at Base and MAJCOM levels. A strong lack of support exists with SL/NCOs, females, blacks, those at PACAF and SAC commands, and those at Wing and Air Division levels.

All SL groups, regardless of demographic group, command or level of command, strongly supported Social Actions being formally chartered to gather organizational climate data. However, commanders were completely opposed.

Management consulting services again were supported by SL officers, SL/NCOs, females, blacks, other racial/ethnic groups, those at AFLC, ATC, MAC and TAC commands, and at all levels. Males, caucasians and those at AAC, AFSC, PACAF, SAC and USAFE commands showed some support. Only those at SOA command agreed with commanders that Social Actions should not expand to provide management consultation services.

It is important to note that commanders, SL officers and SL/NCOs strongly support the need for the Air Force to provide more consultation services to commanders (Item 90, Factor 3) and that the Air Force should expand its programs which deal with morale, job satisfaction and increased productivity (Item 45, Factor 3). Obviously, there is no agreement between SL personnel and commanders regarding the involvement of Social Actions in those activities. Indeed, a few seem to believe the Air Force provides too many of these services (Factor 19).

3. One question was directed at the possibility of renaming Social Actions (Item 101). PACAF and SOA were most supportive of this, with some support coming from SL officers, caucasians, other racial/ethnic groups, those at AAC, MAC, SAC and USAFE commands, and those at Wing, NAF and MAJCOM levels. However, SL/NCOs, blacks, those at AFLC, ATC and TAC commands, and those at the Base level showed a lack of support for the name change. Those at AFSC and at Air Division showed a strong lack of support for renaming Social Actions.

4. Several questions addressed the need for personal counseling. Commanders and both SL officers and SL/NCOs strongly support Social

Actions providing opportunity for individual walk-in counseling and assistance (Factor 12 and Item 107). Few seem to believe too much is being done in this area (Item 99).

However, there is a strong difference in opinion between commanders and SL personnel over the providing of counseling to Air Force families (Item 70). Commanders show a strong resistance to this, while all SL groups show strong support.

5. Job performance of SL personnel was very positively evaluated by all groups, including commanders (Item 22), although it was agreed that the mission of Social Actions is unclear to the Air Force at-large (Item 86). Whether Social Actions meets its goals and objectives did involve, however, mixed responses. Question 37 asked whether Social Actions meets its goals and objectives. Commanders, SL officers, those at AFSC and PACAF, and those at NAF were consistent in their strong support. However, SL/NCOs, males and females, caucasians, blacks, other racial/ethnic groups, those at AAC, AFLC, ATC, MAC, SOA, TAC and USAFE commands, and those at the Base and NAF levels were less intense, although they did show support. Those showing a lack of support were at SAC and at MAJCOM.

A related question to job performance asked whether the primary mission should be to improve organizational effectiveness and increase a unit's productivity (Item 79). SL officers, males and females, caucasians, blacks, other racial/ethnic groups, those at AAC, AFLC, ATC, SAC, SOA, TAC and USAFE commands, and those at Wing, Air Division and MAJCOM levels showed strong support for this. Some, though less intensely, showed support for this, including commanders, SL/NCOs, those at AFSC, MAC and PACAF commands, and those at the Base and NAF levels. No group showed a lack of support for this idea.

Finally, SL personnel were asked whether the Social Actions program has action-oriented, forward-looking management, responsive to the needs of the Air Force (Item 49). Those at the Air Division and NAF

levels strongly supported this judgment, while SL officers, SL/NCOs, males and females, caucasians, blacks, those at AFLC, AFSC, ATC, MAC and TAC commands, and those at the Base and Wing levels showed some support. A problem seems to be among other racial/ethnic groups, at AAC, PACAF, SAC and USAFE commands, and at MAJCOM level, where respondents indicated a lack of support for the perception of forward-looking management. SOA showed an even more intense lack of support for this conclusion.

6. There is a very strong personal commitment to the goal of Social Actions as evidence by all groups (Item 16, 57 and 98).

7. Three questions addressed the staff role commitment held by SL personnel. All SL personnel strongly support the belief that service to the commander (Item 34, Factor 14) and to the Air Force (Item 43, Factor 14) is their primary role objective. There was an inverse relationship between these two variables and a third variable designed to assess whether the primary objective was to serve those seeking help (Item 92, Factor 14). SL/NCOs, males and females, caucasians, blacks, other racial/ethnic groups, those at AAC, AFLC, MAC, PACAF, SAC, SOA, TAC and USAFE commands, and those at the Base and Wing levels apparently saw no inconsistency, and strongly supported the primacy of service to the client. SL officers, those at ATC and at MAJCOM showed some, but less intense support, while those at AFSC lacked support, and those at Air Division and NAF showed a strong lack of support.

8. Respondents were asked several questions related to potential limitations to conducting the work of Social Actions. Very few believed that sufficient funding exists (Item 55).

There was a difference of opinion, however, when asked whether commanders generally support Social actions. Commanders view themselves as strong supporters of Social Actions (Item 100), and SL officers, males and females, caucasians, those at AAC, MAC, SAC, TAC and USAFE

commands, and those at Air Division and NAF levels agree with the commanders. Some support for this perception was found among females, blacks, those at AFLC, ATC, PACAF and SOA commands, and those at the Base, Wing, and MAJCOM levels. However, those who tended to believe Commanders were not supportive of Social Actions were SL/NCOs, other racial/ethnic groups, and at the AFSC command.

Another potential limitation to job performance is the sense of a need for planning. Commanders do not support the idea that there is a good sense of overall Air Force planning in Social Actions (Item 83, Factor 11), and those in Social Actions agree, even more intensely, with the commanders.

An item which is inversely related to the sense of overall planning (it loaded negatively on the same factor) is whether Air Force policy is believed to be restrictive of DAA personnel in providing adequate assistance to families and relatives of drug and alcohol abusers (Item 102, Factor 11). Essentially, this means that the greater the sense of overall planning, the less restrictive the family assistance policy is perceived. Phrased a bit differently, those who have difficulty believing a good sense of planning exists also tend to believe family assistance policy is too restrictive. These results suggest that a change in the family assistance policy would improve the sense of overall planning in Social Actions.

There were important differences among SL personnel regarding their perception of family assistance policies. Those at PACAF and at NAF strongly support the belief that Air Force Policy is restrictive. SL/NCOs, males, caucasians, those at AAC, ATC, SAC and TAC commands, and those at Base, Wing and MAJCOM levels showed some support. Those who tended not to believe Air Force policy was restrictive were SL officers, commanders, those at AFSC and MAC, and those at Air Division. A strong sense of policy restrictiveness was found among blacks, other racial/ethnic groups, and those at AFLC and SOA.

Command Support

There was strong support from all Social Actions personnel that they receive adequate command support to carry out their work. They believe they get enough information; their complaints are aired satisfactorily; they are proud to work for the Air Force; they feel responsible to the commander; they are motivated to contribute their best efforts; and they believe the working relationships between Social Actions and CBPO, Security Police, the Judge Advocate, the Chaplain, and the hospital are all satisfactory.

However, SL personnel do not believe they are recognized for outstanding performance. They also see a problem in the working relationship with the Base Commander.

Finally, we would expect experience in the Air Force to be related to a perceived level of command support. However, not one of the experience variables in Items 10 and 11 of the SL questionnaire (See Appendix A) were related. Indeed, no strong correlates exist to command support (See Table 4). We also found job satisfaction to have a low correlation ($r = .38$), a result which was clearly surprising.

Job Satisfaction

All Social Actions personnel strongly support the belief that they are highly satisfied with the chance to help people and improve their welfare through the performance of their work. They consider their job performance important to the welfare of others, and are satisfied with the chance to acquire valuable skills which prepare them for future opportunities.

Social Actions personnel also are highly satisfied with their effort compared to their co-workers and with the spirit of teamwork which

exists among their co-workers. They believe their family recognizes and is proud of the work they do. They are satisfied with the technical training they have received to perform their current job, and are satisfied with their work schedule. In general, they are highly satisfied with their job as a whole.

However, SL officers do not show satisfaction with OJT instructional methods and instructor competence, a position only slightly less intensely held by SL/NCOs. SL/NCOs are satisfied with their job security, although SL officers show some satisfaction, but are less intense, about their sense of job security.

Again, there were no correlations between job satisfaction and any variable measuring years of experience in any area of the Air Force. This is curious, since numerous attitudinal items suggested the importance of experience elsewhere in the Air Force. If experience in other areas is important, this questionnaire did not locate it.

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APPENDIX A

QUESTIONNAIRES AND COVER LETTERS

DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE
WASHINGTON D.C. 20330

REPLY TO
ATTN OF   MPX

0 OCT 1980

SUBJECT   Social Actions Survey

TO   Survey Participants

1. The attached survey was developed by the faculty of the Communication Research Laboratory at the University of Oklahoma, Department of Communication, as part of a research project approved by the Chief of Staff and funded by the Air Force Office of Scientific Research. The objective is to identify attitudes and perceptions which may guide the improved utilization of Social Actions personnel.

2. Because of its importance, I encourage you to cooperate in this research effort by completing the attached questionnaire. Your opinions will play a key role in defining future directions for the Air Force Social Actions Program.

FOR THE CHIEF OF STAFF

WILLIAM R. USHER
Major General, USAF
Director, Personnel Plans

1 Atch
Survey

The
University of Oklahoma at Norman

Department of Communication

Dear Participant:

We appreciate your cooperation with this important project. To provide
maximum assistance, please respond to the questions personally. If you allow
a member of your staff to complete the questionnaire, the results of the
research and its value to the Air Force will be invalidated.

Read each question carefully, and provide the response which best expresses
your initial reaction. Some questions are asked in more than one way so the
survey may depict a clear picture of your opinions.
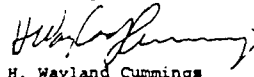
Your anonymity as a respondent to the questionnaire will be guaranteed. The
names of individual respondents and their answers to the enclosed questions
will not be part of the report to the Air Force.
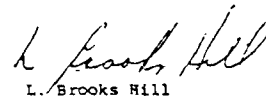
In accordance with paragraph 30, AFR 12-35, Air Force Privacy Act Program,
the following information about this survey is provided:

   a. Authority. 10 U.S.C., 8012, Secretary of the Air Force:
      Powers and Duties, delegation by.

   b. Principal Purpose. The survey is being conducted to identify
      attitudes and perceptions which may guide the improved utilization
      of Social Actions personnel.

   c. Routine Use. The survey data will be provided to AFOSR and
      Directorate of Personnel Plans.

   d. Participation in this survey is entirely voluntary.

   e. No adverse action of any kind may be taken against any
      individual who elects not to participate in this survey.

Once again, we appreciate your assistance. Together we may realize the
goals of this project.

Sincerely,

H. Wayland Cummings   L. Brooks Hill

AIR FORCE UTILIZATION OF SOCIAL ACTIONS PERSONNEL

SENIOR INSTALLATION COMMANDER SURVEY

Conducted by
Communication Research Laboratory
University of Oklahoma
Norman, Oklahoma

Principal Investigators
L. Brooks Hill
H. Wayland Cummings

SENIOR INSTALLATION COMMANDER SURVEY

1. What is your sex?
    a. Male
    b. Female

2. What is your population group?
    a. Caucasian, not Hispanic
    b. Black, not Hispanic
    c. Hispanic
    d. Asian or Pacific Islander
    e. American Indian or Alaskan Native
    f. Other

3. What is your command?
    a. AAC
    b. AFCC
    c. AFLC
    d. AFSC
    e. ATC
    f. ESC
    g. HQ USAF
    h. MAC
    i. PACAF
    j. SAC
    k. SOA (Separate Operating Agency)
    l. TAC
    m. USAFE
    n. AFRES

	STRONGLY DISAGREE	DISAGREE	NO OPINION	AGREE	STRONGLY AGREE
4. The 4-hour base level drug/alcohol abuse education program for commanders/supervisors/first sergeants is effective in training leaders for their responsibilities in relation to drug/alcohol abuse.	1	2	3	4	5
5. Social Actions should be expanded to include more programs which deal with individual morale, job satisfaction and productivity.	1	2	3	4	5
6. The Equal Opportunity and Treatment (EOT) Program is showing positive results.	1	2	3	4	5
7. The drug/alcohol abuse control program rehabilitation committees are effective in evaluating the progress of rehabilitees.	1	2	3	4	5
8. Social Actions is doing a good job at the base level.	1	2	3	4	5
9. Human Relations Education is important to the Air Force mission.	1	2	3	4	5

	STRONGLY DISAGREE	DISAGREE	NO OPINION	AGREE	STRONGLY AGREE
10. Personnel in Social Actions first need experience in other Air Force career areas.	1	2	3	4	5
11. The EOT complaint function should be transferred from Social Actions to the Inspector General.	1	2	3	4	5
12. The 4-hour base level drug/alcohol abuse education program for non-supervisory personnel is effective in preventing drug/alcohol abuse.	1	2	3	4	5
13. Generally, more needs to be done in the area of drug and alcohol abuse prevention.	1	2	3	4	5
14. The Air Force now provides too many management consultation services to wing/center/base commanders and their staffs.	1	2	3	4	5
15. I believe Social Actions fulfills its goals and objectives.	1	2	3	4	5
16. To be competent family counselors, drug/alcohol abuse control personnel need training beyond the drug/alcohol abuse control technical training course.	1	2	3	4	5
17. Human Relations Education is showing positive results.	1	2	3	4	5
18. The Drug and Alcohol Abuse Control Program is showing positive results.	1	2	3	4	5
19. Generally, more needs to be done in the area of drug and alcohol abuse prevention.	1	2	3	4	5
20. We should align the base Social Actions Office under the base Director of Personnel.	1	2	3	4	5
21. Social Actions should expand to provide management consultation services to unit/wing/center commanders.	1	2	3	4	5
22. Based on what I see today, Basic Military Training Human Relations Education courses appear to be effective.	1	2	3	4	5
23. Social Actions should provide an opportunity for individual walk-in personal counseling and assistance.	1	2	3	4	5
24. Social Actions should be a voluntary assignment.	1	2	3	4	5

	STRONGLY DISAGREE	DISAGREE	NO OPINION	AGREE	STRONGLY AGREE
25. Opportunities for officer promotion are improved by having held an assignment in Social Actions.	1	2	3	4	5
26. Social Actions should be eliminated.	1	2	3	4	5
27. The primary mission of Social Actions should be to improve organizational effectiveness and increase unit productivity.	1	2	3	4	5
28. The Social Actions Office should report directly to the Senior Installation Commander.	1	2	3	4	5
29. Overall, the Air Force Social Actions program has a clear sense of direction.	1	2	3	4	5
30. Newcomers Human Relations Education contributes to mission effectiveness.	1	2	3	4	5
31. People who work in EOT/HRE have more influence with commanders than they should.	1	2	3	4	5
32. Equal Opportunity and Treatment programs are important to the Air Force mission.	1	2	3	4	5
33. The Social Actions Office should be placed under the Base Commander.	1	2	3	4	5
34. Social Actions should be formally chartered to gather organizational climate data. (Organizational Climate Data is the actual/perceived level or degree of job satisfaction, motivation, commitment, communication, pride and morale).	1	2	3	4	5
35. EOT complaints should be worked through unit commanders rather than base or wing/center commanders.	1	2	3	4	5
36. Commanders generally support Social Actions.	1	2	3	4	5
37. Human Relations Education Presentations in NCO PME I, II, and III contribute to mission effectiveness.	1	2	3	4	5
38. Present Equal Opportunity and Treatment complaint procedures are satisfactory.	1	2	3	4	5
39. To me, one of the most important problems relating to mission effectiveness in the Air Force is discrimination.	1	2	3	4	5
40. The Air Force should provide more opportunity for individual walk-in counseling and assistance.	1	2	3	4	5

		STRONGLY DISAGREE	DISAGREE	NO OPINION	AGREE	STRONGLY AGREE
41.	Based on the young officers I see, officer accession Human Relations Education Courses are effective in preparing young leaders to manage human relations problems in today's Air Force.	1	2	3	4	5
42.	The equal opportunity program on my base is credible.	1	2	3	4	5

43. I would like to see the following changes made in Social Actions to make it more helpful and responsive to my needs as a commander:

44. I would not like to see Social Actions move into the following areas:

		STRONGLY DISAGREE	DISAGREE	NO OPINION	AGREE	STRONGLY AGREE
45.	Opportunity for promotion in Social Actions is on a par with other career fields.	1	2	3	4	5
46.	If formally chartered to gather organizational climate data, Social Actions should gather data then refer those data to other agencies (e.g., Leadership Management and Development Center) for analysis and program design.	1	2	3	4	5
47.	The minimum grade for Social Actions officers ought to be O-3.	1	2	3	4	5
48.	The charter for Social Actions is adequate to conduct its mission in today's social and work environment.	1	2	3	4	5
49.	Based upon my experience with new airmen, I believe that the Human Relations Education course during Basic Military Training is satisfactory.	1	2	3	4	5
50.	Social Actions should provide counseling to Air Force families.	1	2	3	4	5

AIR FORCE UTILIZATION OF SOCIAL ACTIONS PERSONNEL

SURVEY FOR SOCIAL ACTIONS PERSONNEL

Conducted by
Communication Research Laboratory
University of Oklahoma
Norman, Oklahoma

Principal Investigators
L. Brooks Hill
H. Wayland Cummings

SURVEY FOR SOCIAL ACTIONS PERSONNEL

PART I: DEMOGRAPHIC INFORMATION

SPECIFIC INSTRUCTIONS: Please answer the following questions about yourself. For questions numbered 1-8, circle the letter indicating your response. For questions numbered 10-11, you may select more than one option and please specify the number of years served in each area.

1. What was your age on your last birthday?

   a. 18-20
   b. 21-25
   c. 26-35
   d. 36-45
   e. 46 or more

2. What is your sex?

   a. Male
   b. Female

3. What is your population group?

   a. Caucasian, not Hispanic
   b. Black, not Hispanic
   c. Hispanic
   d. Asian or Pacific Islander
   e. American Indian or Alaskan Native
   f. Other

4. What is the highest degree held?

   a. No Degree
   b. High School
   c. Associate
   d. Bachelors
   e. Masters
   f. Doctoral

5. How long have you been a part of the Air Force (including active duty and active reserves)?

   a. 3-5 years
   b. 6-10 years
   c. 11-15 years
   d. 16-20 years
   e. 21 or more years

6. What is your command?

   a. AAC
   b. AFCC
   c. AFLC
   d. AFSC
   e. ATC
   f. ESC
   g. HO USAF
   h. MAC
   i. PACAF
   j. SAC
   k. SOA (Separate Operating Agency)
   l. TAC
   m. USAFE
   n. AFRES

7. At what level are you now serving?

    a. Base
    b. Wing
    c. Air Division
    d. NAF
    e. MAJCOM
    f. HQ USAF

8. What is your rank?

    a. E-4 (Senior Airman)
    b. E-4 (Sergeant)
    c. E-5
    d. E-6
    e. E-7
    f. E-8
    g. E-9
    h. O-1
    i. O-2
    j. O-3
    k. O-4
    l. O-5
    m. O-6
    n. DAF Civilian

9. In what area of Social Actions are you now working?

    a. Equal Opportunity and Treatment/ Human Relations Education
    b. Drug/Alcohol Abuse Control
    c. Chief of Social Actions/Asst for Social Actions
    d. Superintendent

10. How many years have you spent in each of the following areas in the Air Force? (You may select more than one option. Answer in number of years.)

    a. Maintenance _____
    b. Operations _____
    c. Materiel _____
    d. Logistics _____
    e. Information _____
    f. Inspector General _____
    g. Legal _____
    h. Personnel _____
    i. Security Police _____
    j. Social Actions _____
    k. Other _____

11. How many years have you worked in each of the following functional areas? (You may select more than one option. Answer in number of years.)

    a. Equal Opportunity & Treatment (EOT) _____
    b. Alcohol and Drug Abuse Control _____
    c. Human Relations Education (HRE) _____
    d. Chief of Social Actions Asst for Social Actions _____
    e. Superintendent _____

PART II: ATTITUDES AND PERCEPTIONS

SPECIFIC INSTRUCTIONS: In the following section, circle the one response that best describes your first reaction to the statement.

Remember, there are no right or wrong answers. Your anonymity is guaranteed. Read each statement carefully. Indicate whether you strongly disagree, disagree, have no opinion, agree, or strongly agree.

	STRONGLY DISAGREE	DISAGREE	NO OPINION	AGREE	STRONGLY AGREE
12. Continuing formal training in their area of responsibility should be required for Social Actions personnel.	1	2	3	4	5
13. The 4-hour base level drug/alcohol abuse education program for commanders/supervisors/first sergeants is effective in training leaders about their responsibilities to drug/alcohol abuse control.	1	2	3	4	5
14. People who work in Social Actions have more influence than they should.	1	2	3	4	5
15. Criteria for removing unqualified or low-performing Social Actions personnel from the career field are too lax.	1	2	3	4	5
16. Social Actions is important to the Air Force mission.	1	2	3	4	5
17. Social Actions should be expanded to include more programs which deal with individual morale, job satisfaction and productivity.	1	2	3	4	5
18. Today the academic background of Social Actions personnel coming into the career field is adequate.	1	2	3	4	5
19. Today the professional military background of Social Actions personnel coming into the career field is adequate.	1	2	3	4	5
20. The Equal Opportunity and Treatment Program is showing positive results.	1	2	3	4	5
21. The drug/alcohol abuse control program rehabilitation committees are effective in evaluating the progress of rehabilitees.	1	2	3	4	5

	STRONGLY DISAGREE	DISAGREE	NO OPINION	AGREE	STRONGLY AGREE
22. Social Actions is doing a good job at the base level.	1	2	3	4	5
23. Providing rehabilitation services is the most important task of drug/alcohol abuse control personnel.	1	2	3	4	5
24. The responsibility for Human Relations Education should be transferred to the Base Education Office.	1	2	3	4	5
25. Human Relations Education is important to the Air Force mission.	1	2	3	4	5
26. The 4-hour base level drug/alcohol abuse education program for commanders/supervisors/ first sergeants should continue as is.	1	2	3	4	5
27. Officers/NCOs in charge of Human Relations Education should have a masters degree in an area related to their specialty.	1	2	3	4	5
28. Personnel in Social Actions first need experience in other Air Force functional career areas.	1	2	3	4	5
29. The EOT complaint function should be transferred from Social Actions to the Inspector General.	1	2	3	4	5
30. My opportunity for promotion in Social Actions is on a par with other career fields.	1	2	3	4	5
31. The 4-hour base level drug/alcohol education programs for non-supervisory personnel and commanders/supervisors/first sergeants should be discontinued on an event-oriented basis (i.e., within 60 days of each PCS).	1	2	3	4	5
32. Social Actions should be formally chartered to gather organizational climate data. (Organizational Climate Data is information about the actual/perceived level or degree of job satisfaction, motivation, commitment, communication, pride and morale).	1	2	3	4	5
33. Generally, more needs to be done in the area of drug and alcohol abuse prevention.	1	2	3	4	5
34. In performing my work in Social Actions, my primary objective is to serve the commander.	1	2	3	4	5
35. The mission of Equal Opportunity and Treatment is important to me.	1	2	3	4	5

	STRONGLY DISAGREE	DISAGREE	NO OPINION	AGREE	STRONGLY AGREE
36. The Air Force now provides too many management consultation services to wing/center/base commanders and their staffs.	1	2	3	4	5
37. I believe Social Actions meets its goals and objectives.	1	2	3	4	5
38. The Human Relations Education portions of Professional Military Education are satisfactory.	1	2	3	4	5
39. The minimum grade for Social Actions officers ought to be O-3.	1	2	3	4	5
40. The Drug and Alcohol Abuse Control Program should be transferred to the hospital.	1	2	3	4	5
41. The minimum grade for Social Actions enlisted personnel ought to be E-5.	1	2	3	4	5
42. To be competent family counselors, drug/alcohol abuse control personnel need training beyond the drug/alcohol abuse control technical training course.	1	2	3	4	5
43. I perform my job in Social Actions with the Air Force mission as my primary concern.	1	2	3	4	5
44. Human Relations Education is showing positive results.	1	2	3	4	5
45. The Air Force should expand its programs which deal with individual morale, job satisfaction and increased productivity.	1	2	3	4	5
46. Drug and Alcohol Abuse personnel are doing a good job.	1	2	3	4	5
47. The Air Force should develop more informal ways of solving an individual's problems than present formal complaint procedures permit.	1	2	3	4	5
48. Drug and Alcohol Abuse Control is important to the Air Force mission.	1	2	3	4	5
49. The Social Actions program has action-oriented, forward-looking management that is responsive to the needs of the Air Force.	1	2	3	4	5
50. The Equal Opportunity and Treatment Program is showing positive results.			3	4	5
51. People in charge of Drug and Alcohol Abuse Control should have a masters degree in an area related to their specialty.	1	2	3	4	5

	STRONGLY DISAGREE	DISAGREE	NO OPINION	AGREE	STRONGLY AGREE
52. The Drug and Alcohol Abuse Control Program is showing positive results.	1	2	3	4	5
53. Social Actions should remain a career broadening assignment for officers.	1	2	3	4	5
54. To me, one of the most important problems relating to organizational effectiveness in the Air Force is drug abuse.	1	2	3	4	5
55. Today, there is enough funding for Social Actions to get its job done.	1	2	3	4	5
56. Social Actions personnel should serve on the Base Advisory Council.	1	2	3	4	5
57. Social Actions works in the best interest of the Air Force.	1	2	3	4	5
58. Tougher requirements are needed for selecting personnel entering Social Actions.	1	2	3	4	5
59. The 4-hour base level drug/alcohol abuse education program for non-supervisory personnel is effective in preventing drug and alcohol abuse.	1	2	3	4	5
60. The subject matter covered in both the drug/alcohol education programs for non-supervisory personnel and commanders/supervisory personnel is effective in preventing drug and alcohol abuse.	1	2	3	4	5
61. We should align the base Social Actions Office under the base Director of Personnel.	1	2	3	4	5
62. Drug and Alcohol Abuse Control programs are important to me.	1	2	3	4	5
63. The charter for Social Actions is adequate to conduct its mission in today's social and work environment.	1	2	3	4	5
64. I believe Social Actions personnel will resist changes in Social Actions if new objectives go beyond traditional EOT/HRE and Drug/Alcohol Abuse Control Directives.	1	2	3	4	5
65. Social Actions should expand to provide management consultation services to commanders.	1	2	3	4	5
66. Generally, drug and alcohol abuse prevention programs are not worth the effort.	1	2	3	4	5

	STRONGLY DISAGREE	DISAGREE	NO OPINION	AGREE	STRONGLY AGREE
67. Social Actions should provide an opportunity for individual walk-in counseling and assistance.	1	2	3	4	5
68. To me, one of the most important problems relating to organizational effectiveness in the Air Force is alcohol abuse.	1	2	3	4	5
69. People who work in Drug and Alcohol Abuse Control have more influence than they should.	1	2	3	4	5
70. Social Actions should provide counseling to Air Force families.	1	2	3	4	5
71. To me, the most important problem relating to organizational effectiveness in the Air Force is discrimination.	1	2	3	4	5
72. The alcohol abuse control program rehabilitation efforts are effective in returning alcohol abusers and alcoholics to unlimited duty.	1	2	3	4	5
73. Social Actions should be a voluntary assignment.	1	2	3	4	5
74. Opportunities for promotion are improved by having held an assignment in Social Actions.	1	2	3	4	5
75. Social Actions should be eliminated.	1	2	3	4	5
76. The drug abuse control program rehabilitation efforts are effective in returning drug abusers to unlimited duty.	1	2	3	4	5
77. Providing drug/alcohol education programs is the most important task for drug/alcohol abuse control personnel.	1	2	3	4	5
78. Human Relations Education is important to me.	1	2	3	4	5
79. The primary mission of Social Actions should be to improve organizational effectiveness and increase a unit's productivity.	1	2	3	4	5
80. All the 4-hour base level drug/alcohol abuse education programs should be replaced with special education programs at varying intervals aimed at specific population groups such as spouses, dependent children, professional, etc.	1	2	3	4	5
81. The Chief of Social Actions should report directly to the Senior Installation Commander.	1	2	3	4	5

	STRONGLY DISAGREE	DISAGREE	NO OPINION	AGREE	STRONGLY AGREE
82. NCOs in Social Actions should have at least 30 credit hours of college-level education in an area related to their specialty.	1	2	3	4	5
83. There is a good sense of overall Air Force planning in Social Actions.	1	2	3	4	5
84. Newcomers Human Relations Education contributes to mission effectiveness.	1	2	3	4	5
85. People who work in EOT/HRE have more influence than they should.	1	2	3	4	5
86. The mission of Social Actions is unclear to the Air Force at-large.	1	2	3	4	5
87. The Air Force has too many programs which deal with individual morale, job satisfaction and increased productivity.	1	2	3	4	5
88. Equal Opportunity Management Institute training is consistent with the goals of Social Actions. (Answer only if you attended EOMI, not DRRI.)	1	2	3	4	5
89. Social Actions should be maintained as a career field for the enlisted force.	1	2	3	4	5
90. The Air Force should provide more management consultation services to commanders.	1	2	3	4	5
91. Equal Opportunity and Treatment is important to the Air Force mission.	1	2	3	4	5
92. In performing my work in Social Actions my primary objective is to serve those seeking help.	1	2	3	4	5
93. People in charge of Equal Opportunity and Treatment should have a masters degree in an area related to their specialty.	1	2	3	4	5
94. First Duty Station Human Relations Education contributes to mission effectiveness.	1	2	3	4	5
95. The Social Actions Office should be placed under the Base Commander.	1	2	3	4	5
96. If formally chartered to gather Organizational Climate Data, Social Actions should gather data then refer those data to other agencies (e.g., Leadership Management and Development Center) for analysis and program design.	1	2	3	4	5

	STRONGLY DISAGREE	DISAGREE	NO OPINION	AGREE	STRONGLY AGREE
97. ECT complaints should be worked through unit commanders rather than base or wing commanders.	1	2	3	4	5
98. I am not interested in the work of the Social Actions Office.	1	2	3	4	5
99. The Air Force now provides too much opportunity for individual walk-in counseling and assistance.	1	2	3	4	5
100. Commanders generally support Social Actions.	1	2	3	4	5
101. Social Actions should be renamed.	1	2	3	4	5
102. Air Force policy restricts drug/alcohol abuse control personnel from providing adequate assistance to families and relatives of drug and alcohol abusers.	1	2	3	4	5
103. Human Relations Education presentations in NCO PME I, II, and III contributes to mission effectiveness.	1	2	3	4	5
104. Present Equal Opportunity and Treatment complaint procedures are satisfactory.	1	2	3	4	5
105. At base level, the Drug/Alcohol Abuse Control Committee (DAACC) is effective in monitoring the overall Drug/Alcohol Abuse Control Program operation.	1	2	3	4	5
106. To me, one of the most important problems in the Air Force is discrimination.	1	2	3	4	5
107. The Air Force should provide more opportunity for individual walk-in counseling and assistance.	1	2	3	4	5
108. The caliber of Social Actions personnel is adequate to get the Social Actions job done.	1	2	3	4	5
109. Based upon the feedback I have received, Human Relations Education courses in entry programs for officer personnel (OTS/ROTC/USAFA) are satisfactory.	1	2	3	4	5
110. The equal opportunity program on my base is credible.	1	2	3	4	5

PART III: GENERAL COMMENTS

SPECIFIC INSTRUCTIONS: Please respond to each of the following questions. Your response can be of any length. Use the space provided, but if you need more space, use the back of these pages of the questionnaire.

As you identify needs, try to suggest solutions.

111. I would like to see Social Actions move in the following direction(s) to enhance its contributions to mission accomplishment:

112. I would not like to see Social Actions move into the following areas:

COMMAND SUPPORT

Below are items which describe characteristics of your wing/center. Indicate your agreement by choosing the phrase which best represents your opinions concerning your wing/center. Omit this section if you work at other than an installation Social Actions Office.

		STRONGLY DISAGREE	DISAGREE	NO OPINION	AGREE	STRONGLY AGREE
113.	I get enough information to do my job effectively.	1	2	3	4	5
114.	My complaints are aired satisfactorily	1	2	3	4	5
115.	I am very proud to work for my organization.	1	2	3	4	5
116.	I feel responsible to my commander in accomplishing the unit mission.	1	2	3	4	5
117.	Personnel in Social Actions are recognized for outstanding performance.	1	2	3	4	5
118.	I feel motivated to contribute my best efforts to the mission.	1	2	3	4	5
119.	I feel the working relationship between Social Actions and the Base Commander is satisfactory.	1	2	3	4	5
120.	I feel the working relationship between Social Actions and the CBPO is satisfactory.	1	2	3	4	5
121.	I feel the working relationship between Social Actions and the Security Police is satisfactory.	1	2	3	4	5
122.	I feel the working relationship between Social Actions and the Judge Advocate is satisfactory.	1	2	3	4	5
123.	I feel the working relationship between Social Actions and the Chaplain is satisfactory.	1	2	3	4	5
124.	I feel the working relationship between Social Actions and the Surgeon (hospital) is satisfactory.	1	2	3	4	5

PART IV: JOB SATISFACTION

The items below are used to determine how satisfied you are with specific job related issues. Indicate your degree of satisfaction or dissatisfaction with each issue by choosing the most appropriate phrase.

1 = extremely dissatisfied
2 = dissatisfied
3 = slightly dissatisfied
4 = neither satisfied nor dissatisfied
5 = slightly satisfied
6 = satisfied
7 = extremely satisfied

125. The chance to help people and improve their welfare through the performance of my job. 1 2 3 4 5 6 7

126. The importance of my job performance to the welfare of others. 1 2 3 4 5 6 7

127. My effort compared to the effort of my Social Actions co-workers. 1 2 3 4 5 6 7

128. The spirit of teamwork which exists among my co-workers. 1 2 3 4 5 6 7

129. The recognition and pride my family has in the work I do. 1 2 3 4 5 6 7

130. The OJT instructional methods and instructors' competence. 1 2 3 4 5 6 7

131. The technical training (other than OJT) I have received to perform my current job. 1 2 3 4 5 6 7

132. My work schedule: flexibility and regularity of my work schedule; the number of hours I work per week. 1 2 3 4 5 6 7

133. Job security. 1 2 3 4 5 6 7

134. The chance to acquire valuable skills in my job which prepare me for future opportunities. 1 2 3 4 5 6 7

135. My job as a whole. 1 2 3 4 5 6 7

APPENDIX B

DESCRIPTIVE STATISTICS

TABLE 1

FREQUENCY OF RESPONSE GROUPS *

	COMMANDERS		SL/OFFICERS		SL/NCOs	
	N	%	N	%	N	%
1. What was your age on your last birthday?						
a. 18-20	-	-	0	0	1	1
b. 21-25			4	1	20	5
c. 26-35			160	59	178	48
d. 36-45			101	38	163	44
e. 46 or more			3	1	9	2
2. What is your sex?						
a. Male	109	97	232	86	334	90
b. Female	1	1	37	14	36	10
3. What is your population group?						
a. Caucasian, not Hispanic	109	97	195	72	149	40
b. Black, not Hispanic	1	1	57	21	175	47
c. Hispanic			14	5	25	25
d. Asian or Pacific Islander			1	0	2	2
e. American Indian or Alaskan Native			1	0	8	8
f. Other			1	0	10	3
4. What is the highest degree held?						
a. No Degree					20	5
b. High School					163	44
c. Associate			1	1	100	27
d. Bachelors			104	39	58	16
e. Masters			154	57	30	8
f. Doctoral			9	3		
5. How long have you been a part of the Air Force (including active duty and active reserves)?						
a. 3-5 years			41	15	17	5
b. 6-10 years			69	26	68	18
c. 11-15 years			75	28	99	27
d. 16-20 years			55	20	124	33
e. 21 or more years			27	10	62	17

*Total frequencies of responses to each may not sum to total number of respondents since some questions were not answered.

	COMMANDERS		SL/OFFICERS		SL NCOs	
	N	%	N	%	N	%
6. What is your command?						
a. AAC	2	2	4	1	7	2
b. AFCC	1	1			3	1
c. AFLC	1	1	10	4	19	5
d. AFSC	3	3	8	3	21	6
e. ATC	9	8	38	14	53	14
f. ESC			1	0	4	1
g. HQ USAF	1	1	13	5		
h. MAC	14	13	32	12	43	12
i. PACAF	3	3	20	7	22	6
j. SAC	37	33	47	17	77	21
k. SOA (Separate Operating Agency)	2	2	6	2	2	1
l. TAC	23	21	47	17	56	15
m. USAFE	12	11	39	14	64	17
n. AFRES			1	0	1	0
7. At what level are you now serving?						
a. Base			33	12	111	30
b. Wing			163	61	211	57
c. Air Division			9	3	4	1
d. NAF			6	2	4	1
e. MAJCOM			34	13	25	7
f. HQ USAF			15	6	1	0
8. What is your rank?						
a. E-4 (Senior Airman)					5	1
b. E-4 (Sergeant)					22	6
c. E-5					97	26
d. E-6					124	33
e. E-7					93	25
f. E-8					25	7
g. E-9					5	1
h. O-1			35	13		
i. O-2			21	8		
j. O-3			134	50		
k. O-4			52	19		
l. O-5			22	8		
m. O-6			2	1		
n. DAF Civilian						
9. In what area of Social Actions are you now working?						
a. Equal Opportunity and Treatment, Human Relations Education			64	24	157	42

	COMMANDERS		SL/OFFICERS		SL/NCOs	
	N	%	N	%	N	%
9. (Continued)						
b. Drug/Alcohol Abuse Control			74	28	177	48
c. Chief of Social Actions/Asst. for Social Actions			122	45	3	1
d. Superintendent			3	1	21	6

	COMMANDERS			SL/OFFICERS			SL NCOs		
	N	$\bar{X}$	S	N	$\bar{X}$	S	N	$\bar{X}$	S
*10. How many years have you spent in each of the following areas in the Air Force?									
a. Maintenance (43,135)				269	1.167	4.107	372	2.944	5.67
b. Operations (93,56)				269	2.283	4.247	372	1.027	3.012
c. Materiel (7,28)				269	.175	1.325	372	.651	2.588
d. Logistics (16,41)				269	.245	1.278	372	.804	2.753
e. Information (2,2)				269	.03	.344	372	.075	1.025
f. Inspector General (9,3)				269	.13	.923	372	.032	.523
g. Legal (0,1)				269	0	0	372	.003	.052
h. Personnel (43,28)				269	.684	2.156	372	.414	1.812
i. Security Police (17,40)				269	.242	1.138	372	.723	2.577
j. Social Actions (248,337)				269	4.104	2.899	372	4.452	4.527
k. Other (132,142)				269	2.81	4.022	372	3.355	5.265
*11. How many years have you worked in each of the following functional areas?									
a. Equal Opportunity & Treatment (EOT) (110,175)				269	1.071	1.781	372	1.806	4.721
b. Alcohol and Drug Abuse Control (121,206)				269	1.513	2.525	372	2.403	3.396
c. Human Relations Education (HRE) (86,139)				269	1.004	1.88	372	1.175	2.821
d. Chief of Social Action/Asst. for Social Actions (140,7)				269	1.39	1.937	372	.038	.394
e. Superintendent (0,26)				269	0	0	372	.172	.789

*Means and standard deviations were calculated on the basis of total n size, assuming that 0 years of experience was meaningful. Two numbers appear in parentheses after each possible response. The first number represents the frequency of SL Officers showing 1 or more yrs experience in that area. The second number represents those SL/NCOs who report similarly. For example, 43 SL Officers and 135 SL/NCOs report 1 or more years experience in maintenance.

TABLE 2

MEANS, STANDARD DEVIATIONS OF QUESTIONNAIRE ITEMS

		COMMANDERS			SL/OFFICERS			SL/NCOs		
		N	X̄	S	N	X̄	S	N	X̄	S
12.	Continuing formal training in their area of responsibility should be required for Social Actions personnel.				269	4.597	.746	372	4.616	.784
13. C04	The 4-hour base level drug/alcohol abuse education program for commanders/supervisors/first sergeants is effective in training leaders for their responsibilities to drug/ alcohol abuse control.	112	3.679	.872	269	3.223	1.141	372	3.129	1.233
14.	People who work in Social Actions have more influence than they should.				269	1.781	.617	372	1.672	.673
15.	Criteria for removing unqualified or low-performing Social Actions personnel from the career field are too lax.				269	3.442	1.204	372	3.457	1.182
16.	Social Actions is important to the Air Force mission.				269	4.625	.638	372	4.659	.719
17. C05	Social Actions should be expanded to include more programs which deal with individual morale, job satisfaction and productivity.	112	2.08	.922	269	3.502	1.389	372	3.535	1.36
18.	Today the academic background of Social Actions personnel coming into the career field is adequate.				269	3.216	1.092	372	3.282	1.022
19.	Today the professional military background of Social Actions personnel coming into the career field is adequate.				269	3.21	1.064	372	3.317	1.034
20. C06	The Equal Opportunity and Treatment Program is showing positive results.	112	3.768	.747	269	3.457	1.034	372	3.218	1.091

		COMMANDERS			SL/OFFICERS			SL NCOs		
		N	X	S	N	X	S	N	X	S
21. CO7	The drug/alcohol abuse control program rehabilitation committees are effective in evaluating the progress of renabilitees.	112	3.571	.908	269	3.662	.923	372	3.427	1.011
22. CO8	Social Actions is doing a good job at the base level.	112	3.741	.867	269	3.874	.796	372	3.806	.937
23.	Providing rehabilitation services is the most important task of drug/alcohol abuse control personnel.				269	3.409	1.183	372	3.538	1.189
24.	The responsibility for Human Relation. Education should be transferreu to the Base Education Office.				269	2.39	1.401	372	2.296	1.296
25. CO9	Human Relations Education is important to the Air Force mission.	112	4.205	.725	269	4.29	.969	372	4.419	.768
26.	The 4-hour base level drug/alcohol abuse education program for commanders/supervisors/first sergeants should continue as is.				269	2.636	1.207	372	2.661	1.199
27.	Officers/NCO's in charge of Human Relations Education should have a masters degree in an area related to their specialty.				269	2.454	1.066	372	2.056	.881
28. CO10	Personnel in Social Actions first need experience in other Air Force functional career areas.	112	4.152	.922	269	4.264	.951	372	3.949	1.13
29. CO11	The EOT complaint function should be transferred from Social Actions to the Inspector General.	112	2.705	1.264	269	2.647	1.447	372	2.331	1.328
30. CO45	My opportunity for promotion in Social Actions is on a par with other career fields.	112	2.545	.939	269	2.13	1.207	372	2.083	1.229
31.	The 4-hour base level drug/alcohol education programs for non-supervisory personnel and commanders/supervisors/first sergeants should be discontinued on an event-oriented basis (i.e., within 60 days of each PCS).				269	2.74	1.212	372	2.589	1.255

		COMMANDERS			SL/OFFICERS			SL/NCOs		
		N	X	S	N	X	S	N	X	S
32. CO34	Social Actions should be formally chartered to gather organizational climate data. (Organizational Climate Data is information about the actual/perceived level or degree of job satisfaction, motivation, commitment, communication, pride and morale).	112	2.58	1.213	269	3.602	1.156	372	3.441	1.246
33. CO13, CO19	Generally, more needs to be done in the area of drug and alcohol abuse prevention.	112	3.679	1.024	269	4.141	.963	372	4.086	.901
34.	In performing my work in Social Actions, my primary objective is to serve the commander.				269	3.926	1.16	372	3.5	1.304
35.	The mission of Equal Opportunity and Treatment is important to me.				269	4.509	.795	372	4.478	.74
36. CO14	The Air Force now provides too many management consultation services to wing/center/base commanders and their staffs.	112	2.902	1.107	269	2.461	1.042	372	2.476	1.073
37. CO15	I believe Social Actions meets its goals and objectives	112	3.491	1.048	269	3.264	1.123	372	3.18	1.196
38.	The Human Relations Education portions of Professional Military Education are satisfactory.				269	2.985	1.146	372	3.043	1.118
39. CO47	The minimum grade for Social Actions officers ought to be 0-3.	112	3.268	1.123	269	3.0	1.349	372	3.167	1.399
40.	The Drug and Alcohol Abuse Control Program should be transferred to the hospital.				269	2.799	1.488	372	2.849	1.444
41.	The minimum grade for Social Actions enlisted personnel ought to be E-5.				269	3.413	1.298	372	3.341	1.371
42. CO16	To be competent y counselors, drug/alcohol al control personnel need trai yond the drug/alcohol abuse rol technical training course.	112	3.786	1.118	269	4.554	.802	372	4.565	.66

		COMMANDERS			SL/OFFICERS			SL/NCOs		
		N	X	S	N	X	S	N	X	S
43.	I perform my job in Social Actions with the Air Force mission as my primary concern.				269	4.164	1.013	372	3.863	1.145
44. CO17	Human Relations Education is showing positive results.	112	3.696	.815	269	3.398	1.08	372	3.315	1.026
45.	The Air Force should expand its programs which deal with individual morale, job satisfaction and increased productivity.				269	3.948	1.095	372	4.019	.972
46.	Drug and Alcohol Abuse personnel are doing a good job.				269	4.059	.725	372	3.997	.747
47.	The Air Force should develop more informal ways of solving an individual's problems than present formal complaint procedures permit				269	3.23	1.23	372	3.347	1.207
48.	Drug and Alcohol Abuse Control is important to the Air Force mission				269	4.651	.638	372	4.605	.576
49.	The Social Actions program has action-oriented, forward-looking management that is responsive to the needs of the Air Force.				269	3.141	1.241	372	3.159	1.241
50.	The Equal Opportunity and Treatment Program is showing positive results.				269	3.569	1.015	372	3.387	1.052
51.	People in charge of Drug and Alcohol Abuse Control should have a masters degree in an area related to their specialty.				269	2.851	1.194	372	2.266	1.05
52. CO18	The Drug and Alcohol Abuse Control Program is showing positive results.	112	3.33	1.026	269	3.822	.823	372	3.61	.924
53.	Social Actions should remain a career broadening assignment for officers.				269	2.766	1.435	372	2.72	1.345

	COMMANDERS			SL/OFFICERS			SL/NCOs		
	N	X	S	N	X	S	N	X	S
54. To me, one of the most important problems relating to organizational effectiveness in the Air Force is drug abuse.				269	3.301	1.195	372	3.124	1.205
55. Today, there is enough funding for Social Actions to get its job done.				269	2.465	1.229	372	1.941	1.085
56. Social Actions personnel should serve on the Base Advisory Council.				269	4.011	.844	372	3.758	.985
57. Social Actions works in the best interest of the Air Force.				269	4.361	.782	372	4.288	.708
58. Tougher requirements are needed for selecting personnel entering Social Actions.				269	3.781	1.113	372	3.796	1.072
59. CO12 The 4-hour base level drug/alcohol abuse education program for non-supervisory personnel and commanders/supervisory personnel is effective in preventing drug and alcohol abuse.	112	2.759	.97	269	2.461	1.052	372	2.511	.956
60. The subject matter covered in both the drug/alcohol education programs for non-supervisory personnel and commanders/supervisory personnel is effective in preventing drug and alcohol abuse.				269	2.509	1.085	372	2.53	.95
61. CO20 We should align the base Social Actions Office under the base Director of Personnel.	112	2.563	1.184	269	1.483	.866	372	1.511	.819
62. Drug and Alcohol Abuse Control programs are important to me.				269	4.439	.636	372	4.371	.764
63. CO48 The charter for Social Actions is adequate to conduct its mission in today's social and work environment.	112	3.455	1.003	269	2.9	1.156	372	2.737	1.166
64. I believe Social Actions personnel will resist changes in Social Actions if new objectives go beyond traditional EOT/HRE and Drug/Alcohol Abuse Control Directives.				269	2.688	1.152	372	2.583	1.207

		COMMANDERS			SL/OFFICERS			SL/NCOs		
		N	X	S	N	X	S	N	X	S
65. CO21	Social Actions should expand to provide management consultation services to commanders.	112	2.179	1.033	269	3.52	1.174	372	3.53	1.205
66.	Generally, drug and alcohol abuse prevention programs are not worth the effort.				269	1.862	.962	372	1.933	.939
67. CO23 CO40	Social Actions should provide an opportunity for individual walk-in counseling and assistance.	112	3.652	.993	269	4.394	.744	372	4.374	.74
68.	To me, one of the most important problems relating to organizational effectiveness in the Air Force is alcohol abuse.				269	3.885	1.125	372	3.758	1.128
69.	People who work in Drug and Alcohol Abuse Control have more influence than they should.				269	1.974	.765	372	1.992	.886
70. CO50	Social Actions should provide counseling to Air Force families.	112	2.911	1.182	269	3.952	1.13	372	4.121	1.053
71.	To me, the most important problem relating to organizational effectiveness in the Air Force is discrimination.				269	2.829	1.159	372	3.048	1.167
72.	The alcohol abuse control program rehabilitation efforts are effective in returning alcohol abusers and alcoholics to unlimited duty.				269	3.669	.854	372	3.425	.978
73. CO24	Social Actions should be a voluntary assignment.	112	3.786	.99	269	4.316	.997	372	4.46	.929
74. CO25	Opportunities for promotion are improved by having held an assignment in Social Actions.	112	2.25	.765	269	2.175	.975	372	2.035	.969
75. CO26	Social Actions should be eliminated	112	2.223	1.152	269	1.591	1.091	372	1.398	.981
76.	The drug abuse control program rehabilitation efforts are effective in returning drug abusers to unlimited duty.				269	3.149	1.072	372	3.151	1.056

		COMMANDERS			SL/OFFICERS			SL/NCOs		
		N	X̄	S	N	X̄	S	N	X̄	S
77.	Providing drug/alcohol education programs is the most important task for drug/alcohol abuse control personnel.				269	2.587	1.098	372	2.618	1.104
78.	Human Relations Education is important to me.				269	4.097	.929	372	4.102	.881
79. CO27	The primary mission of Social Actions should be to improve organizational effectiveness and increase a unit's productivity.	112	3.268	1.427	269	3.684	1.169	372	3.411	1.332
80.	All the 4-hour base level drug/alcohol abuse education programs should be replaced with special education programs at varying intervals aimed at specific population groups such as spouses, dependent children, professionals, etc.				269	3.208	1.198	372	3.347	1.159
81. CO28	The Chief of Social Actions should report directly to the Senior Installation Commander.	112	3.366	1.185	269	4.509	.957	372	4.444	1.014
82.	NCOs in Social Actions should have at least 30 credit hours of college-level education in an area related to their specialty.				269	3.349	1.091	372	3.073	1.283
83. CO29	There is a good sense of overall Air Force planning in Social Actions.	112	2.92	1.067	269	2.546	1.087	372	2.737	1.123
84. CO30	Newcomers Human Relations Education contributes to mission effectiveness.	112	3.652	.813	269	3.509	.987	372	3.473	1.029
85. CO31	People who work in EOT/HRE have more influence than they should.	112	2.232	.782	269	1.948	.65	372	1.849	.688
86.	The mission of Social Actions is unclear to the Air Force at-large.				269	3.721	1.055	372	3.71	1.119
87.	The Air Force has too many programs which deal with individual morale, job satisfaction and increased productivity.				269	2.178	.995	372	2.059	.856

		COMMANDERS			SL/OFFICERS			SL/NCOs		
		N	X̄	S	N	X̄	S	N	X̄	S
88.	Equal Opportunity Management Institute training is consistent with the goals of Social Actions. (Answer only if you attend EOMI, not DRRI.)				269	1.056	1.673	372	1.28	1.747
89.	Social Actions should be maintained as a career field for the enlisted force.				269	3.967	1.005	372	3.973	1.259
90.	The Air Force should provide more management consultation services to commanders				269	3.599	1.066	372	3.637	1.077
91. CO32	Equal Opportunity and Treatment is important to the Air Force mission.	112	4.045	.764	269	4.409	.678	372	4.336	.809
92.	In performing my work in Social Actions my primary objective is to serve those seeking help.				269	3.204	1.194	372	3.796	1.29ꞌ
93.	People in charge of Equal Opportunity and Treatment should have a masters degree in an area related to their specialty.				269	2.561	1.062	372	2.169	.938
94.	First Duty Station Human Relations Education contributes to mission effectiveness.				269	3.695	.916	372	3.597	.95-
95. CO3?	The Social Actions Office should be placed und ⁻ the Base Commander	112	2.446	1.064	269	1.662	.834	372	1.793	1.08
96. CO46	If formally chartered to gather Organizational Climate Data, Social Actions should gather data then refer those data to other agencies (e.g., Leadership Management and Development Center) for analysis and program design.	112	2.768	1.28	269	3.026	1.164	372	2.957	1.14-
97. CO35	EOT complaints should be worked through unit commanders rather than base or wing commanders.	112	3.545	1.146	269	3.346	1.256	372	2.898	1.309
98.	I am not interested in the work of the Social Actions Office.				269	1.323	.66	372	1.277	.709

		COMMANDERS			SL/OFFICERS			SL NCOs		
		N	X	S	N	X	S	N	X	S
99.	The Air Force now provides too much opportunity for individual walk-in counseling and assistance.				269	1.684	.635	372	1.591	.?12
100. CO36	Commanders generally support Social Actions.	112	3.991	.717	269	3.264	1.097	372	2.89	1.19-
101.	Social Actions should be renamed.				269	3.487	1.268	372	3.212	1.293
102.	Air Force policy restricts drug/ alcohol abuse control personnel from providing adequate assistance to families and relatives of drug and alcohol abusers.				269	3.204	1.136	372	3.409	1.181
103. CO37	Human Relations Education presentations in NCO PME I, II, and III contributes to mission effectiveness.	112	3.741	.803	269	3.703	.797	372	3.613	.955
104. CO38	*Present Equal Opportunity and Treatment complaint procedures are satisfactory.*	112	3.563	.928	269	3.271	1.013	372	3.043	1.083
105.	At base level, the Drug/Alcohol Abuse Control Committee (DAACC) is effective in monitoring the overall Drug/Alcohol Abuse Control Program operation.				269	2.829	1.156	372	2.75	1.142
106.	To me, one of the most important problems in the Air Force is discrimination.				269	3.312	1.142	372	3.353	1.174
107.	The Air Force should provide more opportunity for individual walk-in counseling and assistance.				269	3.576	1.022	372	3.825	.956
108	The caliber of Social Actions personnel is adequate to get the Social Actions job done.				269	3.383	1.018	372	3.519	1.032
109.	Based upon the feedback I have received, Human Relations Education courses in entry programs for officer personnel (OTS/ROTC/ USAFA) are satisfactory.				269	2.524	1.031	372	2.785	.986

		COMMANDERS			SL/OFFICERS			SL NCOs		
		N	X̄	S	N	X̄	S	N	X̄	S
110. CO42	The Equal Opportunity Program on my base is credible.				269	3.758	.921	372	3.616	1.054

QUESTIONS *UNIQUE TO COMMANDERS*

CO22	Based on what I see today, Basic Military Training Human Relations Education Courses appear to be effective (5.52).	112	3.25	1.018	0			0		
CO41	Based on the young officers I see, Officer Accession Human Relations Education Courses are effective in preparing young leaders to manage human relations problems in to-day's Air Force (5.54).	112	3.071	1.063	0			0		
CO49	Based upon my experience with new airmen I believe that the Human Relations Education Courses during Basic Military Training is satis-factory (5.56).	112	3.268	.986	0			0		

GENERAL COMMENTS

		COMMANDERS		SL/OFFICERS			
		N	%	N	%	N	%
111. CO43	I would like to see Social Actions move in the following direction(s) to enhance its contributions to mission accomplishment:	112		269		372	
	Comment	64	57	228	85	288	77
	No Comment	48	43	40	15	83	22
112. CO44	I would not like to see Social Actions move into the following areas:	112		269		372	
	Comment	56	50	179	67	231	62
	No Comment	56	50	89	33	140	38

TABLE 3: MEANS, STANDARD DEVIATIONS

OF COMMAND SUPPORT ITEMS

		COMMANDERS			SL/OFFICERS			SL NCOs		
		N	X	S	N	X	S	N	X	S
113.	I get enough information to do my job effectively.				269	2.941	1.656	372	3.03	1.413
114.	My complaints are aired satis-factorily.				269	2.985	1.632	372	2.975	1.466
115.	I am very proud to work for my organization.				269	3.42	1.701	372	3.618	1.49
116.	I feel responsible to my commander in accomplishing the unit mission.				269	3.643	1.779	372	3.648	1.467
117.	Personnel in Social Actions are recognized for outstanding performance.				269	2.543	1.567	372	2.478	1.441
118.	I feel motivated to contribute my best efforts to the mission.				269	3.364	1.764	372	3.583	1.476
119.	I feel the working relationship between Social Actions and the Base Commander is satisfactory.				269	2.996	1.694	372	3.046	1.435
120.	I feel the working relationship between Social Actions and the CBPO is satisfactory.				269	3.171	1.671	372	3.392	1.39
121.	I feel the working relationship between Social Actions and the Security Police is satisfactory.				269	3.19	1.692	372	3.304	1.421
122.	I feel the working relationship between Social Actions and the Judge Advocate is satisfactory.				269	3.286	2.69	372	3.277	1.432
123.	I feel the working relationship between Social Actions and the Chaplain is satisfactory.				269	3.349	1.707	372	3.489	1.488
124.	I feel the working relationship between Social Actions and the Surgeon (hospital) is satisfactory.				269	3.033	1.698	372	3.215	1.471

TABLE 4: MEANS, STANDARD DEVIATIONS

OF JOB SATISFACTION ITEMS

		COMMANDERS			SL/OFFICERS			SL/NCOs		
		N	X̄	S	N	X̄	S	N	X̄	S
125.	The chance to help people and improve their welfare through the performance of my job.				269	5.405	1.642	372	5.54	1.671
126.	The importance of my job performance to the welfare of others.				269	5.58	1.491	372	5.661	1.524
127.	My effort compared to the effort of my Social Actions co-workers.				269	5.535	1.654	372	5.664	1.527
128.	The spirit of teamwork which exists among my co-workers.				269	5.126	1.906	372	4.965	1.99
129.	The recognition and pride my family has in the work I do.				269	5.29	1.688	372	5.349	1.73
130.	The OJT instructional methods and instructor's competence.				269	4.149	1.781	372	4.45	1.71
131.	The technical training (other than OJT) I have received to perform my current job.				269	4.245	1.996	372	4.511	2.029
132.	My work schedule; flexibility and regularity of my work schedule; the number of hours I work per week.				269	5.13	1.771	372	5.476	1.672
133.	Job security.				269	4.472	1.858	372	5.05	1.834
134.	The chance to acquire valuable skills in my job which prepares me for future opportunities.				269	5.201	1.786	372	5.359	1.845
135.	My job as a whole.				269	5.431	1.637	372	5.672	1.542

APPENDIX C

ANALYSIS RESULTS

TABLE 1

LEVELS OF SUPPORT

FACTOR VARIABLES

Variables	Strong Support	Some Support	Lacks Support	Strong Lack of Support
EOT Credibility (Factor 1) 10%				
Var20 .78 The Equal Opportunity and Treatment Program is showing positive results.	COs ATC SL/Os TAC USAFE Air Division NAF	SL/NCOs MAC Males Base Wing Females All Pop Groups PACAF	AAC AFLC SAC MAJCOM	AFSC
Var50 .76 The Equal Opportunity and Treatment Program is showing positive results.	SL/Os SL/NCOs			
Var110 .64 The equal opportunity program on my base is credible.	SL/Os SL/NCOs			
4-hr. DAA Ed Pgm Effectiveness (Factor 2) 5.5%				
Var13 .73 The 4-hour base level drug/alcohol abuse education program for commanders/supervisors/first sergeants is effective in training leaders for their responsibilities to drug/alcohol abuse control.	AAC ATC Air Division COs	SL/Os AFSC SL/NCOs MAC Males PACAF Females SAC Caucasians TAC USAFE Base Wing NAF	Other Pop Groups AFLC MAJCOM	Blacks SOA
Var26 .71 The 4-hour base level drug/alcohol abuse education program for commanders/supervisors/first sergeants should continue as is.				SL/NCOs SL/Os
Var59 .69 The 4-hour base level drug/alcohol abuse education program for non-supervisory personnel and commanders/supervisory personnel is effective in preventing drug and alcohol abuse.				SL/NCOs SL/Os

	Strong Support	Some Support	Lacks Support	Strong Lack of Support
Var60 .71 The subject matter covered in both the drug/alcohol education programs for non-supervisory personnel and commanders/supervisory personnel is effective in preventing drug and alcohol abuse.				SL/NCOs SL/Os
Charter Expansion (Factor 3) 4.4%				
Var17 .77 Social Actions should be expanded to include more programs which deal with individual morale, job satisfaction and productivity.	SL/NCOs SL/Os Females AAC Blacks and Other Pop Groups All Levels AFLC AFSC MAC	Males PACAF SAC TAC USAFE	ATC SOA CAUCASIANS	COs
Var32 .69 Social Actions should be formally chartered to gather organizational climate data. (Organizational Climate Data is information about the actual/perceived level or degree of job satisfaction, motivation, commitment, communication, pride and morale).	SL/NCOs SL/Os Males Females Caucasians Blacks Other Pop Groups All Commands All Levels			COs
Var45 .55 The Air Force should expand its programs which deal with individual morale, job satisfaction and increased productivity.	SL/NCOs SL/Os			
Var65 .78 Social Actions should expand to provide management consultation services to commanders.	SL/NCOs Females SL/Os Blacks Other Pop Groups All Levels TAC AFLC ATC MAC	Males AAC Caucasians SAC AFSC USAFE PACAF		COs SOA
Var90 .62 The Air Force should provide more management consultation services to commanders.	COs SL/NCOs SL/Os			

	Strong Support	Some Support	Lacks Support	Strong Lack of Support
Reorganization (Factor 4) 3.5%				
Var24 .72 The responsibility for Human Relations Education should be transferred to the Base Education Office.				SL/Os SL/NCOs
Var29 .72 The EOT complaint function should be transferred from *Social Actions* to the Inspector General.				SL/Os SL/NCOs COs
Var40 .71 The Drug and Alcohol Abuse Control Program should be transferred to hospital.				SL/Os SL/NCOs
Var75 .53 Social Actions should be eliminated.				SL/Os SL/NCOs COs
Education Requirements (Factor 5) 2.7%				
Var27 .84 Officers/NCOs in charge of Human Relations Education should have a masters degree in an area related to their specialty.				SL/Os NCOs
Var51 .83 People in charge of *Drug and Alcohol Abuse Control* should have a masters degree in an area related to their specialty.				SL/Os NCOs
Var82 .51 NCOs in Social Actions should have at least 30 credit hours of college-level education in an area related to their specialty.	AAC AFLC SOA Air Division NAF	SL/Os Males/Females Caucasians, Other Pop Groups USAFE	SL/NCOs Blacks AFSC TAC ATC Base MAC MAJCOM PACAF	

	Strong Support	Some Support	Lacks Support	Strong Lack of Support
Var93 .85 People in charge of Equal Opportunity and Treatment should have a masters degree in an area related to their specialty.				SL/Os SL/NCOs
Rehab Cred. (Factor 6) 2.3%				
Var72 .73 The alcohol abuse control program rehabilitation efforts are effective in returning alcohol abusers and alcoholics to unlimited duty.	SL/Os Caucasians AFSC ATC Air Division MAJCOM	SL/NCOs MAC Males PACAF Females SAC Blacks TAC USAFE Base Wing	AFLC	Other Pop Groups SOA NAF
Var76 .73 The drug abuse control program rehabilitation efforts are effective in returning drug abusers to unlimited duty.	AAC	SL/Os MAC Males TAC Caucasians USAFE AFSC MAJCOM	SL/NCOs PACAF Females SAC Blacks Base ATC Wing	AFLC SOA Air Division NAF Other Pop Groups
HRE/EOT Value (Factor 7) 2.2%				
Var25 .72 Human Relations Education is important to the Air Force mission.	COs SL/Os SL/NCOs			
Var35 .60 The mission of Equal Opportunity and Treatment is important to me.	SL/Os SL/NCOs			
Var78 .55 Human Relations Education is important to me.	SL/Os SL/NCOs			
Early HRE Education (Factor 8) 2.1%				
Var84 .67 Newcomers Human Relations Education contributes to mission effectiveness.	COs SL/Os SL/NCOs			

	Strong Support	Some Support	Lacks Support	Strong Lack of Support
Var94 .63 First Duty Station Human Relations Education contributes to mission effectiveness.	SL/Os SL/NCOs			
Var103 .60 Human Relations Education presentations in NCO PME I, II, and III contributes to mission effectiveness.	COs SL/Os SL/NCOs			
SL Background (Factor 9) 2%				
Var18 .66 Today the academic background of Social Actions personnel coming into the career field is adequate.	Females AFSC Blacks TAC AAC Base AFLC Air Division	SL/Os MAC SL/NCOs PACAF Males SAC Caucasians USAFE Other Pop Groups ATC Wing NAF MAJCOM		SOA
Var19 .71 Today the professional military background of Social Actions personnel coming into the career field is adequate.	Females TAC Blacks Base Air Division AFSC	SL/Os MAC SL/NCOs PACAF Males SAC Caucasians USAFE Other Pop Groups ATC Wing NAF AFLC	MAJCOM	AAC SOA
Var108 .64 The caliber of Social Actions personnel is adequate to get the Social Actions job done.	SL/Os SL/NCOs			
DAA Value (Factor 10) 1.8%				
Var42 .51 To be competent family counselors, drug/alcohol abuse control personnel need training beyond the drug/abuse control technical training course.	COs SL/Os SL/NCOs			

	Strong Support	Some Support	Lacks Support	Strong Lack of Support
Var48 .66 Drug and Alcohol Abuse Control is important to the Air Force mission.	SL/Os SL/NCOs			
Planning Needs (Factor 11) 1.7%				
Var83 .61 There is a good sense of overall Air Force planning in Social Actions.			COs	SL/Os SL/NCOs
Var102 -.58 Air Force policy restricts drug/alcohol abuse control personnel from providing adequate assistance to families and relatives of drug and alcohol abusers.	PACAF NAF	SL/NCOs SAC Males TAC Caucasians USAFE AAC Base ATC Wing MAJCOM	SL/Os AFSC Females MAC Air Division	Blacks, Other Pop Groups AFLC SOA
Walk-In Needs (Factor 12) 1.6%				
Var67 .70 Social Actions should provide an opportunity for individual walk-in counseling and assistance.	COs SL/Os SL/NCOs			
Discrimination Importance (Factor 13) 1.5%				
Var71 .71 To me, the most important problem relating to organizational effectiveness in the Air Force is discrimination.	Air Division	Blacks SOA	SL/NCOs AAC Females SAC Other Pop Groups TAC	SL/Os Males Caucasians AFLC AFSC ATC
Var106 .75 To me, one of the most important problems in the Air Force is discrimination.		SL/Os SL/NCOs		MAC PACAF USAFE Wing NAF MAJCOM

SL Goals (Factor 14) 1.5%

	Strong Support	Some Support	Lacks Support	Strong Lack of Support
Var34 .80 — In performing my work in Social Actions, my primary objective is to serve the commander.	SL/Os SL/COs			
Var43 .58 — I perform my job in Social Actions with the Air Force mission as my primary concern.	SL/Os SL/COs			
Var32 -.52 — In performing my work in Social Actions my primary objective is to serve those seeking help.	SL/NCOs MAC Males PACAF Females SAC Caucasians SOA Blacks TAC Other Pop Groups USAFE AAC Base AFLC Wing	SL/Os ATC MAJCOM	AFSC	Air Division NAF

SL Power (Factor 15) 1.5%

	Strong Support	Some Support	Lacks Support	Strong Lack of Support
Var14 .75 — People who work in Social Actions have more influence than they should.				SL/Os SL/NCOs
Var69 .54 — People who work in Drug and Alcohol Abuse Control have more influence than they should.				SL/Os SL/NCOs
Var85 .64 — People who work in EOT/HRE have more influence than they should.				COs SL/Os SL/NCOs

Minigrade (Factor 16) 1.4%

	Strong Support	Some Support	Lacks Support	Strong Lack of Support
Var39 .78 The minimum grade for Social Actions officers ought to be O-3.	SOA NAF	COs MAC Caucasians USAFE ATC MAJCOM	SL/Os AFSC SL/NCOs PACAF Males SAC Females TAC Blacks, Base Other Pop Groups Wing AFLC	AAC Air Division
Var41 .77 The minimum grade for Social Actions enlisted personnel ought to be E-5.	SL/Os SAC AAC SOA AFLC Wing AFSC Air Division ATC NAF MAC MAJCOM	SL/NCOs Blacks Males PACAF Females USAFE Caucasians	Other Pop Groups TAC Base	
DAA/ORG Effectiveness (Factor 17) 1.57				
Var54 .78 To me, one of the most important problems relating to organizational effectiveness in the Air Force is drug abuse.	AAC SOA	SL/Os ATC Males PACAF Females SAC Caucasians TAC Blacks All Levels Other Pop Groups AFLC	SL/NCOs AFSC	MAC USAFE
Var68 .71 To me, one of the most important problems relating to organizational effectiveness in the Air Force is alcohol abuse.	SL/Os SL/NCOs			
Promotability (Factor 18) 1.4%				
Var30 .77 My opportunity for promotion in Social Actions is on a par with other career fields.				COs SL/Os SL/NCOs
Var74 .78 Opportunities for promotion are improved by having held an assignment in Social Actions.				COs SL/Os SL/NCOs

	Strong Support	Some Support	Lacks Support	Strong Lack of Support
Management Consultation (Too Much) (Factor 19) 1.3%				
Var36 .74 The Air Force now provides too many management consultation services to wing/center/base commanders and their staffs.				COs SL/Os SL/NCOs
Var87 .67 The Air Force has too many programs which deal with individual morale, job satisfaction and increased productivity.				SL/Os SL/NCOs
SL to Base Commander (Factor 20) 1.3%				
Var95 .74 The Social Actions Office should be placed under the Base Commander.				COs SL/Os SL/NCOs
QUAL/SELECT (Factor 21) 1.2%				
Var15 .74 Criteria for removing unqualified or low-performing Social Actions personnel from the career field are too lax.	Females USAFE Other Pop Groups AAC Air Division PACAF NAF MAJCOM	SL/Os ATC SL/NCOs SAC Males SOA Caucasians AFLC TAC AFSC Wing	Blacks MAC Base	
Var58 .64 Tougher requirements are needed for selecting personnel entering Social Actions.	SL/Os SL/NCOs			

	Strong Support	Some Support	Lacks Support			Strong Lack of Support		
Career Broadening (Factor 22) 1.2%								
Var53 .71 Social Actions should remain a career broadening assignment for officers.		AFSC SOA	SL/Os Females Blacks AFLC	MAC PACAF TAC MAJCOM		SL/NCOs Males Caucasians Other Pop Groups AAC ATC	SAC USAFE Base Air Division Wing NAF	
SL/NCO Career Field (Factor 23) 1.2%								
Var89 .76 Social Actions should be maintained as a career field for the enlisted force.	SL/Os SL/NCOs							
Continuing Education (Factor 24) 1.2%								
Var12 .71 Continuing formal training in their area of responsibility should be required for Social Actions personnel.	SL/Os SL/NCOs							
DAA Rehab (Factor 25) 1.1%								
Var23 .77 Providing rehabilitation services is the most important task of drug/alcohol abuse control personnel.	SL/Os SL/NCOs							
EOMI Goal Consistency (Factor 26) 1.1%								
Var88 .67 Equal Opportunity Management Institute training is consistent with the goals of Social Actions. (Answer only if you attend EOMI, not DRRI.)						SL/Os SL/NCOs		

	Strong Support	Some Support	Lacks Support	Strong Lack of Support
Climate Data (Factor 27) 1% Var96 .74 It formally chartered to gather Organizational Climate Data, Social Actions should gather data then refer those data to other agencies (e.g., Leadership Management and Development (center) for analysis and program design.			COs SL/Os	SL/NCOs
No Items Loading (Factor 28) 1%				
Chief Report to SAC (Factor 29) 1% Var81 .74 The Chief of Social Actions should report directly to the Senior Installation Commander.	COs SL/Os SL/NCOs			
S' Serve on Base Advisory Council (Factor 30) 1% Var56 .59 Social Actions personnel should serve on the Base Advisory Council.	SL/Os SL/NCOs			

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TABLE 2

SUPPORT LEVELS FOR

LEFTOVER ITEMS

Leftover Items (EOT)	Strong Support	Some Support	Lacks Support	Strong Lack of Support
Var91 Equal Opportunity and Treatment is important to the Air Force mission.	SL/Os SL/NCOs COs			
Var47 The Air Force should develop more informal ways of solving an individual's problems than present formal complaint procedures permit.		SL/NCOs SL/Os		
Var91 EOT complaints should be worked through unit commanders rather than base or wing commanders.	COs AFLC SL/Os NAF AAC MAJCOM	Males MAC Caucasians SAC AFSC TAC ATC USAFE	SL/NCOs PACAF Females Base Blacks Wing Other Pop Groups Air Division	
Var104 Present Equal Opportunity and Treatment complaint procedures are satisfactory.	COs AAC SL/Os SOA Caucasians Air Division	Males PACAF Blacks SAC AFLC TAC AFSC USAFE ATC Wing MAC MAJCOM	SL/NCOs Females Other Pop Groups Base	NAF
Leftover Items (HRE)				
Var38 The Human Relations Education portions of Professional Military Education are satisfactory.		Females Other Pop Groups AAC	SL/Os AFLC SL/NCOs AFSC Males PACAF Caucasians Blacks SAC Base TAC Wing USAFE	MAC NAF SOA MAJCOM Air Division
Var109 Based upon the feedback I have received, Human Relations Education courses in entry programs for officer personnel (OTS/ROTC/USAFA) are satisfactory.				SL/Os SL/NCOs

	Strong Support	Some Support	Lacks Support	Strong Lack of Support
CO22 Based on what I see today, Basic Military Training Human Relations Education Courses appear to be effective (5.52)		COs		
CO41 Based on the young officers I see, Officer Accession Human Relations Education Courses are effective in preparing young leaders to manage human relations problems in today's Air Force (5.54)			COs	
CO49 Based upon my experience with new airmen I believe that the Human Relations Education Course during Basic Military Training is satisfactory (5.56)		COs		
Var44 Human Relations Education is showing positive results.	COs SL/Os SL/NCOs			
Leftover Items (DAA)				
Var31 The 4-hour base level drug/alcohol education programs for non-supervisory personnel and commanders/supervisors/first sergeants should be discontinued on an event-oriented basis (i.e., within 60 days of each PCS).				SL/Os SL/NCOs
Var66 Generally, drug and alcohol abuse prevention programs are not worth the effort.				SL/Os SL/NCOs

	Strong Support	Some Support	Lacks Support	Strong Lack of Support
Var77 Providing drug/alcohol education programs is the most important task for drug/alcohol abuse control personnel.				SL/Os SL/NCOs
Var105 At base level, the Drug/Alcohol Abuse Control Committee (DAACC) is effective in monitoring the overall Drug/Alcohol Abuse Control Program operation.				SL/Os SL/NCOs
Var80 All the 4-hour base level drug/alcohol abuse education programs should be replaced with special education programs at varying intervals aimed at specific population groups such as spouses, dependent children, professional, etc.	AAC SOA	SL/NCOs Males Caucasians Other Pop Groups AFLC ATC SAC USAFE Wing NAF MAJCOM PACAF	SL/Os Females Blacks Base AFSC TAC	MAC Air Division
Var21 The drug/alcohol abuse control program rehabilitation committees are effective in evaluating the progress of rehabilitees.	SL/Os SL/NCOs COs			
Var33 Generally, more needs to be done in the area of drug and alcohol abuse prevention.	SL/Os SL/NCOs COs			
Var46 Drug and Alcohol Abuse personnel are doing a good job.	SL/Os SL/NCOs			
Var52 The Drug and Alcohol Abuse Control Program is showing positive results	SL/Os SL/NCOs COs			

	Strong Support	Some Support	Lacks Support	Strong Lack of Support
Var62 Drug and Alcohol Abuse Control programs are important to me.	SL/Os SL/NCOs			
Leftover Items (General Social Actions)				
Var107 The Air Force should provide more opportunity for individual walk-in counseling and assistance.	SL/Os SL/NCOs			
Var99 The Air Force now provides too much opportunity for individual walk-in counseling and assistance.				SL/Os SL/NCOs
Var70 Social Actions should provide counseling to Air Force families.	SL/Os Caucasians SL/NCOs Blacks Males Females Other Pop Groups All Commands All Levels			COs
Var16 Social Actions is important to the Air Force mission.	SL/Os SL/NCOs			
Var22 Social Actions is doing a good job at the base level.	SL/Os SL/NCOs COs			
Var28 Personnel in Social Actions first need experience in other Air Force functional career areas.	SL/Os SL/NCOs COs			
Var57 Social Actions works in the best interest of the Air Force.	SL/Os SL/NCOs			

Leftover Items (General Social Actions)	Strong Support	Some Support	Lacks Support	Strong Lack of Support
Var73 Social Actions should be a voluntary assignment.	SL/Os SL/NCOs COs			
Var86 The mission of Social Actions is unclear to the Air Force at-large.	SL/Os SL/NCOs			

Var100 Commanders generally support Social Actions.	COs MAC
	SL/Os SAC
	Males TAC
	Caucasians USAFE
	   Air Division
	AAC NAF
		Females PACAF
		Blacks SOA
		AFLC Base
		ATC Wing
		   MAJCOM
			SL/NCOs
			Other Pop Groups
			AFSC	

Var101 Social Actions should be renamed.	PACAF SOA	SL/Os SAC Caucasians Other Pop Groups AAC USAFE MAC Wing NAF MAJCOM	SL/NCOs ATC Blacks TAC AFLC Base	AFSC Air Division
Var55 Today, there is enough funding for Social Actions to get its job done.				SL/Os SL/NCOs
Var61 We should align the base Social Actions Office under the base Director of Personnel.				SL/Os SL/NCOs COs
Var64 I believe Social Acitons personnel will resist changes in Social Actions if new objectives go beyond traditional EOT/HRE and Drug/Alcohol Abuse Control Directives.				SL/Os SL/NCOs
Var98 I am not interested in the work of the Social Actions Office.				SL/Os SL/NCOs

Leftover Items (General Social Actions)	Strong Support	Some Support	Lacks Support	Strong Lack of Support
Var37 I believe Social Actions meets its goals and objectives.	SL/Os AFSC COs PACAF NAF	AFLC AAC SL/NCOs ATC Males MAC Females Wing Caucasians SOA Blacks USAFE TAC Air Division Other Pop Group	MAJCOM SAC	
Var79 The primary mission of Social Actions should be to improve organizational effectiveness and increase a unit's productivity.	SL/Os MAJCOM Males AAC Females AFLC Caucasians ATC Blacks SAC Other Pop Groups USAFE SOA Wing TAC Air Division	COs NAF SL/NCOs AFSC Base MAC PACAF		
Var49 The Social Actions program has action-oriented, forward-looking management that is responsive to the needs of the Air Force.	Air Division NAF	SL/Os AFLC SL/NCOs AFSC Males ATC Females MAC Caucasians TAC Blacks Base Wing	Other Pop Groups AAC PACAF SAC USAFE MAJCOM	SOA
Var63 The charter for Social Actions is adequate to conduct its mission in today's social and work environment.	COs AAC	AFLC AFSC SOA NAF	SL/Os MAC Males TAC Caucasians USAFE Other Pop Groups ATC Base MAJCOM	SL/NCOs PACAF Females SAC Blacks Wing Air Division

TABLE 3

SUPPORT LEVELS FOR
COMMAND SUPPORT

	Strong Support	Some Support	Lacks Support	Strong Lack of Support
113. I get enough information to do my job effectively.	SL/Os SL/NCOs			
114. My complaints are aired satisfactorily.	SL/Os SL/NCOs			
115. I am very proud to work for my organization.	SL/Os SL/NCOs			
116. I feel responsible to my commander in accomplishing the unit mission.	SL/Os SL/NCOs			
117. Personnel in Social Actions are recognized for outstanding performance.				SL/Os SL/NCOs
118. I feel motivated to contribute my best efforts to the mission.	SL/Os SL/NCOs			
119. I feel the working relationship between Social Actions and the Base Commander is satisfactory.			SL/Os SL/NCOs	
120. I feel the working relationship between Social Actions and the CBPO is satisfactory	SL/Os SL/NCOs			
121. I feel the working relation ship between Social Actions and the Security Police is satisfactory.	SL/Os SL/NCOs			
122. I feel the working relationship between Social Actions and the Judge Advocate is satisfactory.	SL/Os SL/NCOs			

	Strong Support	Some Support	Lacks Support	Strong Lack of Support
123. I feel the working relation-ship between Social Actions and the Chaplain is satis-factory.	SL/Os SL/NCOs			
124. I feel the working relation-ship between Social Actions and the Surgeon (hospital) is satisfactory.	SL/Os SL/NCOs			

TABLE 4

SUPPORT LEVELS FOR

JOB SATISFACTION

	Strong Support	Some Support	Lacks Support	Strong Lack of Support
125. The chance to help people and improve their welfare through the performance of my job.	SL/Os SL/NCOs			
126. The importance of my job performance to the welfare of others.	SL/Os SL/NCOs			
127. My effort compared to the effort of my Social Actions co-workers.	SL/Os SL/NCOs			
128. The spirit of teamwork which exists among my co-workers.	SL/Os SL/NCOs			
129. The recognition and pride my family has in the work I do.	SL/Os SL/NCOs			
130. The OJT instructional methods and instructor's competence.		SL/NCOs	SL/Os	
131. The technical training (other than OJT) I have received to perform my current job.	SL/NCOs	SL/Os		
132. My work schedule; flexibility and regularity of my work schedule; the number of hours I work per week.	SL/Os SL/NCOs			
133. Job security.	SL/NCOs	SL/Os		
134. The chance to acquire valuable skills in my job which prepares me for future opportunities.	SL/Os SL/NCOs			
135. My job as a whole	SL/Os SL/NCOs			

TABLE 5

Itemized Listing of EOT/HRE Variables

EOT Credibility (Factor 1)

20. The Equal Opportunity and Treatment
Program is showing positive results.

50. The Equal Opportunity and Treatment
Program is showing positive results.

110. The Equal Opportunity Program on my
base is credible.

HRE/EOT Importance (Factor 7)

25. Human Relations Education is im-
portant to the Air Force mission.

35. The mission of Equal Opportunity
and Treatment is important to me.

78. Human Relations Education is im-
portant to me.

Discrimination Importance (Factor 13)

71. To me, the most important problem
relating to organizational ef-
fectiveness in the Air Force is
discrimination.

106. To me, one of the most important
problems in the Air Force is
discrimination.

EOMI Goal Consistency (Factor 26)

88. Equal Opportunity Management Insti-
tute training is consistent with
the goals of Social Actions.
(Answer only if you attend EOMI,
not DRRI.)

EOT Items Not Loading on a Factor

47. The Air Force should develop more informal ways of solving an individual's problems than present formal complaint procedures permit.

91. Equal Opportunity and Treatment is important to the Air Force mission.

97. EOT complaints should be worked through unit commanders rather than base or wing commanders.

104. Present Equal Opportunity and Treatment complaint procedures are satisfactory.

HRE/EOT Importance (Factor 7)

25. Human Relations Education is important to the Air Force mission.

35. The mission of Equal Opportunity and Treatment is important to me.

78. Human Relations Education is important to me.

Early HRE Education (Factor 8)

84. Newcomers Human Relations Education contributes to mission effectiveness.

94. First Duty Station Human Relations Education contributes to mission effectiveness.

103. Human Relations Education presentations in NCO PME I, II, and III contribute to mission effectiveness.

HRE Items Not Loading on a Factor

38. The Human Relations Education portions of Professional Military Education are satisfactory.

44. Human Relations Education is showing positive results.

109. Based upon the feedback I have received, Human Relations Education courses in entry programs for officer personnel (OTS/ROTC/USAFA) are satisfactory.

CO22 Based on what I see today, Basic Military Training Human Relations Education Courses appear to be effective (5.52).

CO41 Based on the young officers I see, Officer Accession Human Relations Education Courses are effective in preparing young leaders to manage human relations problems in today's Air Force (5.54)

CO49 Based upon my experience with new airmen I believe that the Human Relations Education Course during Basic Military Training is satisfactory (5.56).

TABLE 6

Itemized Listing of DAA Variables

Four-hour DAA Education Program (Factor 2)

13. The 4-hour base level drug/alcohol abuse education program for commanders/supervisors/first sergeants is effective in training leaders for their responsibilities to drug/alcohol abuse control.

26. The 4-hour base level drug/alcohol abuse education program for commanders/supervisors/first sergeants should continue as is.

59. The 4-hour base level drug/alcohol abuse education program for non-supervisory personnel and commanders/supervisory personnel is effective in preventing drug and alcohol abuse.

60. The subject matter covered in both the drug/alcohol education rograms for non-supervisory personnel and commanders/supervisory personnel is effective in preventing drug and alcohol abuse.

Rehabilitation Credibility (Factor 6)

72. The alcohol abuse control program rehabilitation efforts are effective in returning alcohol abusers and alcoholics to unlimited duty.

76. The drug abuse control program rehabilitation efforts are effective in returning drug abusers to unlimited duty.

DAA Importance (Factor 10)

42. To be competent family counselors, drug/alcohol abuse control personnel need training beyond the drug/alcohol abuse control technical training course.

48. Drug and Alcohol Abuse Control is
    important to the Air Force mission.

DAA Organizational Effectiveness (Factor 17)

54. To me, one of the most important
    problems relating to organizational
    effectiveness in the Air Force is
    drug abuse.

68. To me, one of the most important
    problems relating to organizational
    effectiveness in the Air Force is
    alcohol abuse.

Rehabilitation Importance (Factor 25)

23. Providing rehabilitation services is
    the most important task of drug/
    alcohol abuse control personnel.

DAA Items Not Loading on a Factor

21. The drug/alcohol abuse control
    program rehabilitation committees
    are effective in evaluating the
    progress of rehabilitees.

31. The 4-hour base level drug/alcohol
    education programs for non-supervisory
    personnel and commanders/supervisors/
    first sergeants should be discontinued
    on an event-oriented basis (i.e., with-
    in 60 days of each PCS).

33. Generally, more needs to be done in
    the area of drug and alcohol abuse
    prevention.

46. Drug and Alcohol Abuse personnel
    are doing a good job.

52. The Drug and Alcohol Abuse Control
    Program is showing positive results.

62. Drug and Alcohol Abuse Control pro-
    grams are important to me.

66. Generally, drug and alcohol abuse
prevention programs are not worth
the effort.

77. Providing drug/alcohol education
programs is the most important
task for drug/alcohol abuse control
personnel.

80. All the 4-hour base level drug/
alcohol abuse education programs
should be replaced with special
education programs at varying in-
tervals aimed at specific popula-
tion groups such as spouses, de-
pendent children, professional,
etc.

105. At base level, the Drug/Alcohol
Abuse Control Committee (DAACC) is
effective in monitoring the overall
Drug/Alcohol Abuse Control Program
operation.

TABLE 7

Itemized Listing of General Social Actions Variables

Charter Expansion (Factor 3)

17. Social Actions should be expanded to include more programs which deal with individual morale, job satisfaction and productivity.

32. Social Actions should be formally chartered to gather organizational climate data. (Organizational Climate Data is information about the actual/perceived level or degree of job satisfaction, motivation, commitment, communication, pride and morale).

45. The Air Force should expand its programs which deal with individual morale, job satisfaction and increased productivity.

65. Social Actions should expand to provide management consultation services to commanders.

90. The Air Force should provide more management consultation services to commanders.

Reorganization of Social Actions (Factor 4)

24. The responsibility for Human Relations Education should be transferred to the Base Education Office.

29. The EOT complaint function should be transferred from Social Actions to the Inspector General.

40. The Drug and Alcohol Abuse Control Program should be transferred to the hospital.

75. Social Actions should be eliminated.

Planning Needs (Factor 11)

83. There is a good sense of overall
    Air Force planning in Social
    Actions.

102. Air Force policy restricts drug/
     alcohol abuse control personnel
     from providing adequate assistance
     to families and relatives of drug
     and alcohol abusers.

Walk-in Needs (Factor 12)

67. Social Actions should provide an
    opportunity for individual walk-in
    counseling and assistnace.

SL Goals (Factor 14)

34. In performing my work in Social
    Actions, my primary objective is
    to serve the commander.

43. I perform my job in Social Actions
    with the Air Force mission as my
    primary concern.

92. In performing my work in Social
    Actions my primary objective is
    to serve those seeking help.

SL Power (Factor 15)

14. People who work in Social Actions
    have more influence than they
    should.

69. People who work in Drug and Alcohol
    Abuse Control have more influence
    than they should.

85. People who work in EOT/HRE have
    more influence than they should.

Management Consultation (Factor 19)

36. The Air Force now provides too many
    management consultation services
    to wing/center/base commanders
    and their staffs.

87. The Air Force has too many programs
    which deal with individual morale,
    job satisfaction and increased
    productivity.

SL to Base Commander (Factor 20)

95. The Social Actions Office should be
    placed under the Base Commander.

Climate Data Gathering (Factor 27)

96. If formally chartered to gather
    Organizational Climate Data, Social
    Actions should gather data then
    refer those data to other agencies
    (e.g., Leadership Management and
    Development Center) for analysis
    and program design.

SL Chief to SIC (Factor 29)

81. The Chief of Social Actions should
    report directly to the Senior In-
    stallation Commander.

SL to Base Advisory (Factor 30)

56. Social Actions personnel should
    serve on the Base Advisory Council.

GSA Items Not Loading on a Factor

16. Social Actions is important to the
    Air Force Mission.

22. Social Actions is doing a good job
    at the base level.

37. I believe Social Actions meets its goals and objectives.

49. The Social Action Program has ac-action-oriented, forward-looking management that is responsive to the needs of the Air Force.

55. Today, there is enough funding for Social Actions to get its job done.

57. Social Actions works in the best interest of the Air Force.

61. We should align the base Social Actions Office under the base Director of Personnel.

63. The charter for Social Actions is adequate to conduct its mission in today's social and work environment.

70. Social Actions should provide counseling to Air Force families.

79. The primary mission of Social Actions should be to improve organizational effectiveness and increase a unit's productivity.

86. The mission of Social Actions is unclear to the Air Force at-large.

98. I am not interested in the work of the Social Actions Office.

99. The Air Force now provides too much opportunity for individual walk-in counseling and assistance.

100. Commanders generally support Social Actions.

101. Social Actions should be renamed.

107. The Air Force should provide more opportunity for individual walk-in counseling and assistance.

TABLE 8

Itemized Listing of Qualifications, SL Development Variables

Education Requirements (Factor 5)

27. Officers/NCO's in charge of Human
Relations Education should have a
masters degree in an area related
to their specialty.

51. People in charge of Drug and Al-
cohol Abuse Control should have a
masters degree in an area related
to their specialty.

82. NCO's in Social Actions should have
at least 30 credit hours of college
level education in an area related
to their specialty.

93. People in charge of Equal Oppor-
tunity and Treatment should have a
masters degree in an area related
to their specialty.

SL Background (Factor 9)

18. Today the academic background of
Social Actions personnel coming
into the career field is adequate.

19. Today the professional military
background of Social Actions per-
sonnel coming into the career
field is adequate.

108. The caliber of Social Actions per-
sonnel is adequate to get the
Social Actions job done.

Minimum Grade (Factor 16)

39. The minimum grade for Social Ac-
tions officers ought to be 0-3.

41. The minimum grade for Social Ac-
tions enlisted personnel ought to
be E-5.

Promotability (Factor 18)

30. My opportunity for promotion in So-
    cial Actions is on a par with other
    career fields.

74. Opportunities for promotion are im-
    proved by having held an assignment
    in Social Actions.

SL Qualifications and Selection (Factor 21)

15. Criteria for removing unqualified
    or low-performing Social Actions
    personnel from the career field
    are too lax.

58. Tougher requirements are needed for
    selecting personnel entering Social
    Actions.

Career Broadening for Officers (Factor 22)

53. Social Actions should remain a ca-
    reer broadening assignment for of-
    ficers.

SL/NCO Career Field (Factor 23)

89. Social Actions should be maintained
    as a career field for the enlisted
    force.

Continuing Education (Factor 24)

12. Continuing formal training in their
    area of responsibility should be
    required for Social Actions per-
    sonnel.

Qualifications Items Not Loading on a Factor

28. Personnel in Social Actions first
    need experience in other Air Force
    functional career areas.

64. I believe Social Actions personnel
    will resist changes in Social Ac-
    tions if new objectives go beyond
    traditional EOT/HRE and Drug/
    Alcohol Abuse Control Directives.

73. Social Actions should be a volun-
    tary assignment.

APPENDIX D

MISCELLANEOUS RESPONSES TO OPEN-ENDED (ESSAY) QUESTIONS

SUGGESTIONS	Commanders +	Commanders −	SL/Officers +	SL/Officers −	SL/NCO's +	SL/NCO's −
1. Avoid the following areas:						
a. smoking clinics			9	1	2	
b. diet clinics			9			
c. leisure clinics			3		4	
d. reality therapy					1	
e. program for physically handicapped			1			
f. program for aging			1			
g. dependent counseling			1		2	
h. gambling clinics			2			
i. financial advising					1	
j. early out programs					1	
k. parent effectiveness training					1	
l. OPR's for M.W.R. activities					3	
m. stress training					1	
n. morale testing					2	
o. rape programs					1	
2. Use civilians and/or cooperate moreso with civilians.			4		1	
3. Work more in the dorms			1			
4. Work more at unit level	4		6		7	1
5. Enhance credibility, visibility, and support	2				9	
6. Move into child and spouse abuse		1	2			
7. Work more with third party and conflict resolution			5			
8. Change name			13	1	15	
9. Improve coordination within SL and with other units			8		10	

	Commanders		SL/Officers		SL/NCO's	
SUGGESTIONS	+	-	+	-	+	-
10. Revise AF Reg. 30-2 and SL Charter			7		12	
11. Insure confidentiality/anonymity of DA clients			5		5	
12. Move out of cultural celebration weeks			3		3	
13. Secure in-office computer access	1		2		1	
14. Avoid investigation, discipline, or IG complaint work			6		8	
15. Air staff needs to be more responsive to needs in field			1		4	
16. Decrease bureaucratic paperwork			5		13	
17. Increase mission orientation	3		7		7	
18. Enhance DA rehabilitation capabilities			4		8	
19. Do not select chiefs of SL without SL experience			1		1	
20. Make changes only after thorough training			2			
21. Standardize operations	2		1		8	
22. Add other social work units to SL			2		1	1
23. Develop a broader Human Resources program	1		3		10	
24. Expand and enhance staff assistance visits.			2		1	
25. Change DA classes and education			1			
26. Change treatment and approach to marijuana offenders			3		1	
27. Assume function of LMDC			1			

SUGGESTIONS	Commanders		SL/Officers		SL/NCO's	
	+	−	+	−	+	−
28. Reassess and strengthen AAP			3		4	
29. Improve HRE courses, especially lesson plans			1		3	
30. Use volunteers for SL assignment— no career broadening		1	2	1	6	
31. Make SL more productive	1		2	1	1	
32. Include or expand into EAP			2		1	
33. Use NCOs in clerical, administrative tasks only			2	2	1	
34. Involve DA personnel more with AA			1		1	
35. Focus on the "Big 6," concentrate on discrimination			2		3	
36. Emphasize education but not formal degrees			2		4	1
37. Secure more clout and decision power for SL	2		3		25	
38. Do not add more administrative or security duties					2	
39. Develop better survey instruments			1			
40. Withdraw from or change EOMI			1		4	
41. Provide assertiveness training			1			
42. Separate EOT/HRE from DA					5	
43. Do not dictate to CO or intrude on his responsibility	2				1	
44. Stay out of month planners and monitors					1	
45. Divide DA into education and rehabilitation components					1	

	Commanders		SL/Officers		SL/NCO's	
SUGGESTIONS	+	−	+	−	+	−
46. Retract decision to combine EOT and HRE					1	
47. DA is overemphasized					1	
48. Require training in both areas for EOT/HRE personnel					3	
49. Develop a program and/or other means to correct "burn out"					1	
50. Move mental health from SG to SL					2	
51. Improve writing skills of SL personnel					1	
52. Secure certification for SL's professional roles					7	
53. Delete the position of SL Chief					2	
54. Prune out SL malcontents					1	
55. Develop techniques to treat higher ranking DA clients					1	
56. Improve recognition and promotion opportunity	3				9	
57. Help SL personnel address their personal problems					1	
58. Seek more causal and less symptomatic relief					1	
59. Correct problems w/grade and rank and getting and staying in SL.					6	
60. Require a minimum rank of O-4 for Chiefs of SL					3	
61. Have a staff office NCO at all levels					1	
62. Eliminate double standard (officers vs. airmen) re DA rehabilitation					1	

SUGGESTIONS	Commanders		SL/Officers		SL/NCO's	
	+	−	+	−	+	−
63. Screen SL officers more carefully	1				2	
64. Remove SL people who violate standards					1	
65. Provide a more civilian/neutral counseling situation					5	
66. Get SL personnel onto Child Advocacy Council					1	
67. Reexamine exit criteria for DA abusers.					2	
68. Do not let SL become a catch-all or dumping ground					4	
69. Reduce the DA prevention effort and increase rehabilitation					1	
70. Restrict/reduce CO waivers					2	
71. Eliminate SAV surveys					1	
72. Eliminate the Rehab Committee					1	
73. Reassess the SAC drug rehab program					1	
74. Provide more guidance regarding sexual harassment					2	
75. Improve opportunities of cross-training out of SL					3	
76. Increase minimum rank of NCOs to Sgt.					1	
77. Reduce stigma attached to DA clients					3	
78. Eliminate mandatory DA treatment centers					2	
79. Develop an in-house treatment for DA clients					1	
80. Revise the 7111 report form					1	

SUGGESTIONS	Commanders		SL/Officers		SL/NCO's	
	+	-	+	-	.	-
63. Screen SL officers more carefully	1				2	
64. Remove SL people who violate standards					1	
65. Provide a more civilian/neutral counseling situation					5	
66. Get SL personnel onto Child Advocacy Council					1	
67. Reexamine exit criteria for DA abusers.					2	
68. Do not let SL become a catch-all or dumping ground					4	
69. Reduce the DA prevention effort and increase rehabilitation					1	
70. Restrict/reduce CO waivers					2	
71. Eliminate SAV surveys					1	
72. Eliminate the Rehab Committee					1	
73. Reassess the SAC drug rehab program					1	
74. Provide more guidance regarding sexual harassment					2	
75. Improve opportunities of cross-training out of SL					3	
76. Increase minimum rank of NCOs to SSgt.					1	
77. Reduce stigma attached to DA clients					3	
78. Eliminate mandatory DA treatment centers					2	
79. Develop an in-house treatment for DA clients					1	
80. Revise the 7111 report form					1	

	Commanders		SL/Officers		SL/NCO's	
SUGGESTIONS	+	-	+	-	+	-
81. Provide HRE training not only at PCS					1	
82. Provide an SL course for COs					1	
83. Reduce data-gathering responsibilities					1	
84. Add the IG complaint function to EOT					1	
85. Make SL a tenant on host bases					1	
86. Use local DA civic treatment facilities					1	
87. Expand referral services					1	
88. Increase SL interaction with influentials					1	
89. Control the tour in SL	1					